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Executive Board of the United Nations Entity for Gender Equality and the Empowerment of Women

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Organizational matters

Report on the annual session of 2015, 30 June to 2 July 2015

I. Organizational matters

1. The annual session of 2015 of the Executive Board of the United Nations Entity for Gender Equality and the Empowerment of Women (UN-Women) was held at United Nations Headquarters, New York, from 30 June to 2 July 2015.

2. The Executive Board elected the following Vice-Presidents for the remainder of 2015, Sejla Durbuzović (Bosnia and Herzegovina), representing the Eastern European States, and Alma Bibiana Pérez (Colombia), representing the Latin American and Caribbean States.

3. The Executive Board adopted the annotated provisional agenda and workplan for the annual session (UNW/2015/L.3) and approved the report on its first regular session, held on 9 February 2015 (UNW/2015/3). The Executive Board also approved the proposed provisional agenda and workplan for the second regular session of 2015, to be held from 15 to 16 September.

4. The Executive Board adopted three decisions (2015/2, 2015/3 and 2015/4) as contained in the annex to the present report.

II. Opening statements

5. The President of the Executive Board, Ib Petersen (Permanent Representative of Denmark), in his opening remarks, welcomed the newly appointed Assistant Secretary-General/Deputy Executive Director for Policy and Programme.

6. He described his tenure so far as President of the Board as a rewarding one and the year 2015 as significant, marking significant celebrations and forums, such as the twentieth anniversary of the Beijing Declaration and Platform for Action. He expressed his strong appreciation for the hard work that UN-Women put into preparing Member States for the fifty-ninth session of the Commission on the Status of Women and also for several of the significant events in 2015, such as the Third International Conference on Financing for Development, held in Addis Ababa, and

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the twenty-first session of the Conference of the Parties to the United Nations Framework Convention on Climate Change, to be held in Paris.

7. The President mentioned his participation in the joint field visit of the Executive Boards of the United Nations Development Programme (UNDP), the United Nations Population Fund (UNFPA), the United Nations Office for Project Services (UNOPS), the United Nations Children's Fund (UNICEF), the World Food Programme (WFP) and UN-Women to Jordan in 2015, which he said served to underline the need for UN-Women not only on the operational, but also on the normative and advocacy fronts. He cited the impressive work done by the Entity and examples of a strong Delivering as one functionality. He highlighted the need for the Board to reflect on ways in which the work of the Entity could be strengthened for greater impact on the ground and urged delegations to interactively engage with UN-Women with a view to gaining insights from and, in turn, providing advice to, UN-Women management. He gave an overview of the reports to be considered at the current session, including the internal audit and evaluations reports which, he stated, demonstrated a very high standard of professionalism.

8. In her opening remarks, the Under-Secretary-General/Executive Director of UN-Women, Phumzile Mlambo-Ngcuka, thanked Member States for their significant contribution to the twenty-year review and appraisal of the implementation of the Beijing Declaration and Platform for Action. The review benefited from the input of 168 countries, as well as regional commissions and civil society, thus providing a secure platform of evidence.

9. In introducing her report on progress made on the United Nations Entity for Gender Equality and the Empowerment of Women strategic plan, 2014-2017, including operational activities in 2014 (UNW/2015/6), the Under-Secretary-General/Executive Director informed the Board that UN-Women had delivered $124.8 million in country programmes in 2014, with an overall implementation rate for budgeted activities of 82 per cent, which exceeded the target of 75 per cent in the strategic plan. She noted that the new regional architecture had served to strengthen the operational presence of UN-Women. That had resulted in country programmes that were better aligned with national priorities and in a better position to deliver. Citing examples of concrete results over the past year, she underscored that the Entity worked in collaboration with key national partners, United Nations agencies and public institutions, as well as the private sector. Some of the examples mentioned included the work of the Entity towards the creation of gender equality committees in parliaments; the enhancement of efforts to incorporate gender-related consideration into national plans with strengthened planning frameworks; the strengthening of legislation on ending violence against women and girls; and the development of national plans on women and peace and security.

10. Referring to the subject of resources, the Under-Secretary-General/Executive Director drew attention to one of the major reasons for the lack of progress in many countries as identified in the national reports during the twenty-year review of the implementation of the Beijing Platform for Action, namely, the inadequate financing of women's ministries and women's and girls' programmes. That underinvestment had significantly hindered the realization of the rights of women and girls in several countries. She stressed that in order to close that funding gap and to achieve the goal of the new post-2015 sustainable development framework, unprecedented financing proportionate to the scale of the desired change would be required.

11. She urged Member States to dedicate investments to the implementation of gender equality commitments and thanked them for their work so far in the negotiations on the sustainable development goals and for their efforts in supporting Goal 5 and the other gender equality-related targets.

12. The Under-Secretary-General/Executive Director reiterated that resource mobilization remained a major challenge. She claimed however, that three new records had been set: UN-Women had met reduced core and non-core resource targets, with $330 million in total income; and 143 countries had contributed to core resources, which represented 74 per cent of the membership of the United Nations. While noting that diversification was an essential element of the Entity's resource mobilization strategy, she underlined the importance of innovative partnerships, citing various examples.

13. She concluded her presentation by stressing the importance of the Board's close engagement with the Entity and the solidarity of Member States, looking forward to the participation of Heads of State in the upcoming "Global Leaders' Meeting on Gender Equality and Women's Empowerment: A Commitment to Action" scheduled for 27 September 2015, co-hosted by Secretary-General Ban Ki-Moon and the President of China, Xi Jinping.

14. In response to the opening statements, there was resounding commendation from the floor for the results achieved by UN-Women in 2014, with many delegations applauding the Entity for the effective delivery of its mandate which, limited resources notwithstanding, was testament to its value added to the United Nations system. Some speakers acknowledged the significant role of the Entity in the growing global recognition of women's rights as being central to the achievement of sustainable development. That was exemplified by the stand-alone goal on gender equality, supplemented by cross-cutting targets under other goals, as outlined in the report of the Open Working Group of the General Assembly on Sustainable Development Goals (A/68/970 and Corr.1). The Entity was also commended for its role in promoting a gender perspective in the United Nations Framework Convention on Climate Change, the financing for development negotiations and its work in relation to the fifteen-year review of the adoption of Security Council resolution 1325 (2000) on women and peace and security. Some speakers congratulated UN-Women on the extensive and professional work done in connection with the twentieth anniversary of the Beijing Declaration and Platform for Action and, in particular, the fifty-eighth and fifty-ninth sessions of the Commission on the Status of Women.

15. Reflecting on progress made on the implementation of the strategic plan and looking forward, delegations noted the significance of the achievements, given that UN-Women had been in existence for only five years. The Entity was already seen as a trustworthy, indispensable and effective partner of choice. Many speakers stressed that the role of UN-Women was critical to the achievement of gender equality across the globe.

16. One delegation called upon the Entity to continue strengthening its strategic partnerships with civil society and national entities in its operational activities, providing such partners with adequate support for capacity-building. In that way, UN-Women could serve as "a trainer of trainers, a counsellor of counsellors and an advocate of advocates to obtain more effective and sustainable results". The knowledge gateway for women's economic empowerment, www.empowerwomen.org,

was cited as an excellent example of a platform where a wide range of stakeholders could share best practices, allowing for further improvement of the operational activities of UN-Women through collective wisdom and first-hand experiences. Many speakers applauded the HeForShe campaign and the enhanced advocacy role of the Entity. A Member State congratulated UN-Women for its targeted and sustained advocacy in promoting and supporting women's leadership in peace, security and humanitarian responses and was encouraged by the continued focus on that area.

17. Many speakers also appreciated the work done by UN-Women in mainstreaming gender equality throughout the United Nations system. A delegation considered the United Nations System-wide Action Plan on Gender Equality and the Empowerment of Women to be an important contribution towards achieving gender equality objectives within the United Nations system. The speakers recognized the efforts of UN-Women in the implementation of the Action Plan, including all the technical support provided to participating entities. Member States considered that the implementation of the Action Plan not only strengthened accountability but also served as a source of incentives for integrating gender equality into the operations of United Nations entities.

18. It was emphasized, however, that the Action Plan needed to be fully transparent and that the individual scores for each of the participating entities needed to be shared. UN-Women was urged to continue to advocate for that best practice. Member States expressed the wish to see additional funding allocated within the system to the implementation of the Action Plan, in order to strengthen its quality assurance process. In addition, they requested stronger indicators with respect to reporting on gender equality results, in the next phase of the Action Plan.

19. Several speakers highlighted national initiatives aimed at the promotion of gender equality and the empowerment of women, citing many achievements in that regard. Some noted with appreciation the attention paid to indigenous women and girls and women and girls with disabilities and the increased focus of the Entity on humanitarian action. One speaker emphasized that ending violence against women should be a national priority and commended UN-Women for its work on that issue in the speaker's region.

20. One delegation urged the Entity to continue developing partnerships with national committees, stressing that they had the potential to be a valuable fundraising resource and link to the private sector and civil society.

III. Evaluation

21. The Director of Evaluation presented the report on the evaluation function of the United Nations Entity for Gender Equality and the Empowerment of Women, 2014 (UNW/2015/5). The report provided information on the performance of the evaluation function and on the contribution of UN-Women to the United Nations system-wide coordination of gender-responsive evaluation and national evaluation capacity development. It also set out the 2015 programme of work for the independent Evaluation Office.

22. In recognition of the importance of strengthening oversight of the evaluation function, the independent Evaluation Office established a global evaluation oversight system with the purpose of providing transparent information on the performance of

the evaluation function at the corporate and decentralized levels. The global evaluation oversight system was based on eight key performance indicators. In 2014, a review of performance based on the key performance indicators continued to be presented to senior management at headquarters and field offices, highlighting areas of strength and issues that required immediate management attention. That had contributed to enhancing the attention of senior management to evaluations.

23. It was found that UN-Women had a strong evaluation function, as demonstrated by its key performance indicators. However, improvements were needed in certain areas. In addition, UN-Women strategically contributed to strengthening gender-responsive capacities within the United Nations system and at the national level. It was recommended that that be intensified within the transformative post-2015 development agenda.

24. In addition to the report on the evaluation function, a corporate evaluation on the contribution of UN-Women to women's economic empowerment (UNW/2015/CRP.7), a review of policies and practices to promote gender-responsive evaluation systems (UNW/2015/CRP.6), and the respective management response in each case were presented.

25. With respect to the proposed approach and steps to be taken to increase the compliance rate with the United Nations System-wide Action Plan on Gender Equality and the Empowerment of Women, delegations supported the efforts of UN-Women to continue work on improving the rates of implementation. It was mentioned that the fact that the Director of the independent Evaluation Office also chaired the United Nations Evaluation Group for 2015 offered significant scope to advance the gender-responsive evaluation agenda.

26. Member States noted that evaluation coverage and completion rates needed attention; however, those issues had been recognized and steps were under way to address the weaknesses. They expressed interest in learning more from UN-Women about its plans and timelines in that regard.

27. Delegations stressed the importance of the corporate evaluation on the contribution of UN-Women to women's economic empowerment and that area of work. They considered the recommendation to increase the focus on thought leadership on rights-based and gender-responsive work on macroeconomic policy particularly useful, given that it could serve to strengthen the leverage, impact and effectiveness of the United Nations country teams.

28. Delegations urged the Entity to continue to cooperate with other partners, such as the World Bank Group, when developing diagnostics for the economic empowerment of women. They welcomed the finding that the Entity's current comparative advantage was in its policy and normative work which, in their view, provided a rights-based perspective and approach to intergovernmental dialogue. They concurred with the recommendation that UN-Women should further strengthen its leadership in coordination and joint programming to advance women's economic empowerment within the United Nations system and with the analysis that UN-Women should take advantage of existing coordination forums at headquarters and at country levels, with a view to avoiding additional layers.

29. Two delegations expressed their strong support for the recommendation that a clear strategic focus and theory of change for the Entity's work on women's

economic empowerment be established to ensure that a common institutional direction was communicated throughout the Entity.

30. In relation to the management response on this item, Member States welcomed the practice of presenting short- and medium-term actions and recommended that future reports include more detail on those responsible for follow-up actions.

31. On the review of policies and practices to promote gender-responsive evaluation systems, Member States considered that it was an example of the commendable system-wide leadership of UN-Women. The review process — the first of its kind — served as a baseline study on the status of gender-responsive evaluation across the United Nations system.

32. Two delegations joined in welcoming the leadership of the independent Evaluation Office in promoting various innovative ways of reaching more beneficiaries of capacity-building in gender-responsive evaluations. They urged management to adjust further planning according to lessons learned and welcomed adjustments made following corporate evaluations relating to organizational effectiveness at both the country and regional levels, as well as strategic partnerships, to inform the midterm review of the strategic plan.

IV. Draft integrated budget estimates, 2016-2017

33. The Director of Coordination, also in his capacity as Acting Director, Management and Administration, made a preliminary presentation to the Executive Board (prior to its formal submission at the Board's 2015 second regular session) on the draft integrated budget estimates for the Entity for the biennium 2016-2017.

34. The integrated budget is the financial plan that allows the Entity to have the financial and institutional capacity to achieve the results set out in its approved strategic plan, 2014-2017 and covers all cost categories and both regular and other resources within a single, consolidated proposal. The current projections were for a biennial integrated budget of $880 million in voluntary contributions, with $196.4 million (gross) requested as an appropriation.

35. The financial context was outlined as follows:

(a) The 2014-2015 budget was $690 million in voluntary contributions ($340 million in regular resources; $350 million in other resources);

(b) 2014 was the first year in which UN-Women achieved targets in relation to regular resources and other resources;

(c) The funding of UN-Women remained close to a 50:50 split between core and non-core resources.

36. As stated in the draft report, the General Assembly would continue to consider the resources from the regular budget required to service the normative intergovernmental processes, policy and coordination work in the context of its review of the proposed programme budget for the biennium 2016-2017, totalling $15.3 million for UN-Women, and received as assessed contributions.

37. It should be noted that 2014 was the first year in which UN-Women achieved and slightly exceeded its target contributions for both regular and other resources. Based on that positive trend and donor intelligence, UN-Women considered it

realistic to propose material growth in its voluntary contributions. UN-Women also believed that it needed to be proactive with regard to its growth and related requirements in order to implement its mandate.

38. One speaker sought more information on the plans of the Entity if funding projections were not met and there was a need to reprioritize its work. Another delegation requested information on the flagship programmes currently being developed by the Entity; clarification on target countries; types of programmes; and how that initiative related to the Entity's funding projections.

39. One Member State stressed the urgency of exploring the possibility of increasing the allocation to UN-Women of the United Nations assessed contributions and of taking up that matter in the Fifth Committee.

40. In response to the comments made, the Assistant Secretary-General/Deputy Executive Director for Policy and Programme and the Director of Coordination/ Acting Director, Management and Administration highlighted that projections were consistent with the upward trend since the inception of the Entity on the non-core front. They nevertheless assured delegations of the existence of contingency plans in the event that financial projections were not fulfilled. It was further explained that flagship programmes referred to a limited number of high-impact initiatives to make normative and operational linkages and to facilitate the leveraging of economies of scale. The Executive Board would be further apprised of that initiative in due course.

V. Pledging event

41. Opening the pledging event, the Deputy Executive Director of the Intergovernmental Support and Strategic Partnerships Bureau thanked all Member States for their continued support to UN-Women. She recalled various statements by delegations that underscored the need for UN-Women to be predictably, sustainably and sufficiently funded in order to fully and effectively implement its mandate. She noted that several Member States had highlighted the critical role of the Entity in the delivery of core mandates such as in the context of human rights, peace and security and the implementation and general roll-out of the post-2015 development agenda. Stressing the importance of core resources and multi-year pledges, she stated that funding remained the greatest challenge faced by UN-Women. Five years later, UN-Women had yet to meet the critical funding benchmark of $500 million set at its inception. The Entity continued to be dependent on a few significant donors for the majority of its resources. In that light, she urged Member States to match their strong political support with transformative financing that would inspire others along a similar vein and enable the Entity to live up to the high expectations of Member States at the national, regional and global levels.

42. In his presentation, the Head of Resource Mobilization outlined the funding trends so far and presented an overview of the current situation. He categorized different donor levels and stressed the political and financial importance of contributions even from smaller economies. He highlighted key milestones in 2014 as follows: (a) The Entity secured its highest level of income: $330 million (a 17 per cent increase over the $275 million received in 2013). Total voluntary contributions amounted to $164 million for regular core resources ($157 million in 2013) and $159 million for other non-core resources ($119 million in 2013); (b) UN-Women

had the highest number of Government core donors since its establishment (143), reflecting its universal mandate; and (c) The total contribution from the private sector, including funds raised by national committees, was $7.9 million.

43. Many speakers reiterated their strong support for UN-Women. They recognized the exceptional work done in advancing gender equality and women's empowerment around the world; commended the Entity for its remarkable achievements in meeting revenue targets for both regular and other resources; and looked forward to the next structured dialogue on the funding of UN-Women at the second regular session of the Board in 2015.

44. Many speakers announced their pledges as outlined in the annex to the present report, while others stressed their continued political support and appreciation for the work of the Entity in their own countries, highlighting important examples. Some expressed concern that the Entity was funded well below the critical mass needed to carry out its basic tasks and implement its mandate and called upon other Member States to increase contributions, in particular to the core budget. While commending UN-Women for its achievements despite its financial constraints, one speaker urged others to step up contributions to the Entity, at a level commensurate with their political commitment and the ambitious mandate that they collectively entrusted to UN-Women.

45. Some delegations acknowledged the efforts of the Entity towards the broadening of the donor base and the expansion of partnerships, including with the private sector.

VI. Special briefing: Operational response of the United Nations Entity for Gender Equality and the Empowerment of Women at the country level

46. The UN-Women representative in Afghanistan made a presentation on the work of UN-Women in the country and gave a summary of the development results to date.[1] With respect to the key areas of support, it was noted that all of the UN-Women programmes were directed towards strengthening national women's machineries, both governmental and non-governmental, through financial and technical support, as well as forming national partnerships for the delivery of programming. UN-Women channels its funds through national civil society and also supports various ministries in their efforts to mainstream gender-responsive policies and planning throughout their institutional processes. The UN-Women Afghanistan programme has three thematic pillars: eliminating violence against women, political and economic empowerment, and coordination and advocacy.

47. The Permanent Representative of Afghanistan to the United Nations led the way in thanking UN-Women for its work in Afghanistan. His appreciation for the work of the Entity was echoed by additional delegations.

[1] See http://www.unwomen.org/~/media/headquarters/attachments/sections/executive%20board/2015/as%2015/un%20women%20afghanistan%20programme-pdf.

VII. Audit

48. The Deputy Director of the UNDP Office of Audit and Investigations of presented the report on internal audit and investigation activities for the period from 1 January to 31 December 2014 (UNW/2015/4). Based on the audit reports issued to date and reported to the Executive Board since 2012, the top three recurring findings relate to:

(a) Resource mobilization: Delays in strategizing and initiating the mobilization of funds evidenced by lack of, or absence of, a resource mobilization strategy; unrealistic or unattained non-core funding targets; and ineffective communication with donors and inadequate capacity to perform the resource mobilization function);

(b) Project monitoring and oversight: Inconsistent and insufficient monitoring activities and inadequate management of advances to implementing partners;

(c) Procurement: Lack of procurement planning and strategy, weak vendor due diligence and lack of contract management.

49. The main high-priority recommendations of the audit were as follows:

(a) Corporate recommendations (relating to the lack of adequate regional office support for and monitoring of the country office in the absence of senior management in country and a lack of compliance with the Programme and Operations Manual by headquarters regarding the provision of additional staffing in a conflict/post-conflict context);

(b) Recommendations relating to headquarter units (lack of clarity regarding resource needs; mandate; responsibilities for monitoring/oversight; reporting and training; and the insufficiency of the support systems and efforts relating to results management);

(c) Recommendations relating to field-based offices (risk management (inadequate assessment and management of risks); programme and project management (deficiencies in project design, planning and implementation, deficiencies in the management of partner advances and inadequate oversight in respect of programme activities); and partnership and resource mobilization (delays in strategizing and mobilizing funds)).

50. As at 31 December 2014, the rate of implementation was 75 per cent. This compared favourably with the 31 December 2013 implementation rate of 67 per cent. As at 31 December 2014, three recommendations had been outstanding for more than 18 months. Two were implemented within the first quarter of 2015.

51. The main conclusions of the internal audit indicate that the internal controls, governance and risk management processes were, in general, functioning. Management took steps to address audit recommendations, which should enhance the ability of UN-Women to effectively and efficiently deliver on its mandate. No financial losses were identified in the cases investigated and closed during 2014.

52. The annual report of the Audit Advisory Committee for the period from 1 January to 31 December 2014 (UNW/2015/4/Add.1) in relation to UN-Women was presented by the Chair of the Committee. With respect to internal audit, it was

recommended that the Entity continue to assess options for the most appropriate model for its internal audit function, namely, whether it would continue to outsource the function through the service-level agreement established with UNDP or create an internal audit function within UN-Women, ensuring that value for money was obtained and the appropriate level of audit assurance and resources provided.

53. The Audit Advisory Committee supported the continued strengthening of the internal audit services of UN-Women in order to ensure sufficiency of audit coverage in its annual plan. The Audit Advisory Committee reiterated the importance of regularly monitoring and assessing resource levels and capacity to ensure that they were appropriate and sufficient to address the overall assurance needs of UN-Women.

54. The Audit Advisory Committee further recommended that the UN-Women Audit Unit, outsourced to UNDP, be continued until such time that UN-Women has its full senior management complement in place and the costs and benefits of any subsequent transition of the internal audit function are identified and approved by the Executive Board. In that respect, the Audit Advisory Committee reiterated the importance of having an independent organizational focal point in UN-Women to oversee internal audit activities and ensure that results are integrated into the senior management structure.

55. Following the presentations on audit matters, the Director of Coordination/ Acting Director, Management and Administration, briefed the Executive Board on the respective management responses.

56. Member States that took the floor expressed appreciation for the reports and welcomed the progress made in addressing the internal audit recommendations. They underscored the importance of implementing all of the recommendations as a matter of priority and urged the Entity to produce an estimated time frame in that regard.

57. The Member States requested additional details from the Office of Audit and Investigations on the procurement recommendations, in order to facilitate a better understanding of the root causes and to ascertain whether the efforts made by UN-Women to address procurement challenges were adequate. They also requested elaboration within the audit report on the minor risks that could be easily solved, as opposed to those that were systemic, and in turn affect strategic objectives. They proposed that future reports include information on whether resourcing of the audit function enabled the Office to effectively carry out its activities as necessary.

58. Delegations concurred with the Audit Advisory Committee's opinion that an independent organizational focal point in UN-Women to provide oversight in respect of the internal audit activities and results should be established and took note of the estimated cost provided by management. They recommended that the Executive Board be kept informed of progress in that regard, including the presentation of the full cost implications, moving towards the midterm review of the strategic plan.

59. Responding to comments from the floor regarding further expansion and considerations with respect to UN-Women having its own internal audit unit, management referred to the resources required and, at the same time, reassured Member States that UN-Women, in accordance with its mandate, would continue dialogue with Member States to ascertain the best systematic formulation of its

audit structure. UN-Women reaffirmed its robust accountability for all audit and investigation matters.

VIII. Report of the field visit of the Bureau of the UN-Women Executive Board to Viet Nam

60. The President of the Executive Board for 2014, the Permanent Representative of Uruguay to the United Nations, in his capacity as team leader of the field visit, presented the report on the field visit of the Bureau of the UN-Women Executive Board to Viet Nam from 7 to 12 December 2014 (UNW/2015/CRP.9).

61. The objective of the field visit was to gain a first-hand understanding of the work of UN-Women at the country level in cooperation with the Government of Viet Nam. In addition, the Bureau aimed to gather insight on the extent and manner of cooperation among development partners in collaboration with UN-Women. This included inter-agency interaction under the Delivering as One initiative and cooperation with civil society organizations.

62. Recommendations to UN-Women as outlined in the report included the following:

(a) Support provided by UN-Women in gender mainstreaming should specifically target traditional attitudes towards women and girls to ensure that development projects deliver more sustainable results;

(b) To meet the demand for strengthened policy and implementation capacity formulated by the Government of Viet Nam, UN-Women would need to continue to provide high-level policy advice to ensure the sustainable integration of gender equality and the empowerment of women and girls into all future national planning;

(c) Support from UN-Women is needed to meet the training needs formulated by the Government of Viet Nam and to provide respective capacity-building. This assistance should include, inter alia, continuous support to line ministries in the development of planning, monitoring and reporting tools and guidelines to underpin meeting the specific needs of women and girls;

(d) UN-Women should continue to broaden its partnerships, including those with the private sector. Furthermore, UN-Women should consider the lessons learned from its support to the Government of Viet Nam in this specific transition situation and how these lessons could be instructive as other countries prepare to reach middle-income country status in the next 5 to 10 years;

(e) UN-Women should ensure that, in all endeavours related to disaster risk reduction and climate change, specific implications related to gender are considered with a long-term perspective;

(f) UN-Women should continue to serve as a facilitator of substantive dialogues between the Government of Viet Nam and civil society organizations and advocate for more partnerships that integrate consultations with these organizations into the regular planning processes of national policies and laws;

(g) Where appropriate, the Bureau of the UN-Women Executive Board should consider undertaking further field visits.

63. The delegation expressed confidence that the cooperation between the Government of Viet Nam and UN-Women would continue to strengthen the capacity of the Government to implement its international and domestic commitments to gender equality and the empowerment of women and girls, including the most vulnerable.

64. The President of the Executive Board thanked the Government of Viet Nam on behalf of the delegation for its hospitality and for providing the opportunity to discuss gender equality and the empowerment of women and girls with ministers and senior representatives at the national and regional levels. The delegation expressed gratitude to the UN-Women Viet Nam office for its warm welcome and to the UN-Women Executive Board secretariat team for the well-prepared agenda and the successful implementation of the first-ever field visit of a UN-Women Executive Board Bureau.

65. The Permanent Representative of Viet Nam to the United Nations thanked the President of the Executive Board and his delegation for their visit to her country and for their related report. She appreciated that the report acknowledged the strong commitment of the Government of Viet Nam to address the promotion of gender equality and empowerment of women and underscored its important achievements which, she stressed, would not have been possible without the invaluable support of UN-Women and the United Nations country team. She expressed her Government's support for the recommendations as outlined in the report and welcomed in particular the recognition of the role of the Delivering as One approach, noting the strengthening of coherence and effectiveness in the work of the United Nations in Viet Nam and the role of the Entity in that process. In concluding, she urged UN-Women to take this into consideration in order to better support Viet Nam and other developing countries.

IX. Closing

66. The Under-Secretary-General/Executive Director thanked the President for his leadership, the Vice-Presidents for their supportive guidance throughout the session and the Board members and observers for their active engagement. She took the opportunity to congratulate the newly elected Vice-Presidents of the Bureau of the Executive Board and recognized the 2014 President and Bureau as well as the Governments of Afghanistan and Viet Nam. In that regard, she commended the respective UN-Women representatives and UN-Women country teams for their excellent work.

67. Additionally, the Under-Secretary-General/Executive Director thanked Member States that had made pledges for 2015 and beyond and those that had indicated that they would double their contributions or make other significant increases. She quoted the statement of the Deputy Executive Director, Intergovernmental Support and Strategic Partnerships Bureau that: "We must not only be fit for purpose but also financed for purpose." She reiterated the call of donors and developing countries alike for robust financing of UN-Women to close the resource gap, prioritizing core resource and enhancing the quality of non-core funds, including supporting the trust funds. The Under-Secretary-General/Executive Director assured the Executive Board of the commitment of UN-Women to continue to diversify and seek new partners and resources. She concluded by urging the Board to build on its commitment even

further, towards pursuing the centrality of gender equality and women's empowerment in global plans, the post-2015 agenda, and a planet 50-50 by the year 2030.

68. The President of the Board expressed his appreciation to the Vice-Presidents for their collaboration and to the Member States for their strong commitment. He also thanked all those concerned for their presentations, in particular with respect to audit and evaluations, and looked forward to the structured dialogue on financing at the upcoming second regular session. In closing, he urged Member States to channel any advice and/or feedback that they might have at any time, through their respective Vice-Presidents. The meeting was then adjourned.

Annex I

Decisions adopted at the annual session of 2015

2015/2
Progress report of the Under-Secretary-General/Executive Director of UN-Women on the strategic plan, 2014-2017

The Executive Board,

1. *Takes note with appreciation* of the report of the Under-Secretary-General/Executive Director of UN-Women on the progress made on the United Nations Entity for Gender Equality and the Empowerment of Women strategic plan, 2014-2017, including operational activities in 2014,[a] and welcomes the achievements made in its implementation, as described in the report;

2. *Takes note with concern* of the ongoing funding gap, and encourages all countries in a position to do so to increase their voluntary contributions, especially to regular resources, to ensure the full and effective implementation of the strategic plan, 2014-2017;

3. *Requests* UN-Women to continue to improve its efficiency, effectiveness, transparency and accountability;

4. *Takes note* of the progress made in the reporting on the results of the implementation of the strategic plan, 2014-2017, and requests the Under-Secretary-General/Executive Director to make further improvements in the annual reporting on the strategic plan by incorporating summarized information on progress made on the integrated results framework and to provide further analysis on what drives or hinders the performance of UN-Women, in order to increase its effectiveness, as appropriate;

5. *Requests* UN-Women to address in more detail, in its annual reporting, the implementation of the quadrennial comprehensive policy review of United Nations operational activities for development;

6. *Decides* to transmit the report to the Economic and Social Council.

2015/3
Report on the evaluation function of the United Nations Entity for Gender Equality and the Empowerment of Women, 2014

The Executive Board,

1. *Takes note* of the report on the evaluation function of the United Nations Entity for Gender Equality and the Empowerment of Women, 2014 and the programme of work for 2015 of the independent Evaluation Office;[b]

2. *Welcomes* the efforts made by UN-Women and the progress achieved in systematic strengthening of the evaluation function;

[a] UNW/2015/6.
[b] UNW/2015/5.

3. *Also welcomes* the progress of UN-Women in leading system-wide gender evaluation efforts;

4. *Requests* UN-Women to continue to strengthen its evaluation capacities and to allocate adequate human and financial resources to the evaluation function;

5. *Emphasizes* that evaluation should be country-driven and that programme countries should have greater ownership and leadership in the evaluation of all forms of assistance;

6. *Requests* UN-Women to enhance the coverage of evaluations, implementation rate of planned evaluations, submission of management responses and use of evaluation recommendations in its work;

7. *Also requests* UN-Women to continue to pursue United Nations system-wide gender evaluation efforts and to foster innovative partnerships for national evaluation capacity development, and commends the efforts of UN-Women in this regard.

2015/4
Report on internal audit and investigation activities for the period from 1 January to 31 December 2014

The Executive Board,

1. *Takes note* of the report on internal audit and investigation activities for the period from 1 January to 31 December 2014;[c]

2. *Expresses* its continuing support for the audit and investigation functions within UN-Women;

3. *Requests* the internal audit and investigation offices to include in annual reports:

(a) An opinion based on the scope of work undertaken and on the adequacy and effectiveness of the Entity's framework of governance and risk management and control;

(b) A concise summary of work and the criteria that support the opinion;

(c) A statement of conformance with the internal audit standards being adhered to;

(d) A view on whether the resourcing of their function is appropriate, sufficient and effectively deployed to achieve the desired internal audit and investigation coverage;

4. *Takes note* of the report of the Audit Advisory Committee for the period from 1 January to 31 December 2014.[d]

[c] UNW/2015/4.
[d] UNW/2015/4/Add.1.

Annex II

Pledges received at the annual session of 2015

Member State	*Currency*	*Pledge to core resources (in thousands)*	*Year period*
Australia	Australian dollars	7 800	2015
Austria	Euros	250	2015
Belgium	Euros	4 000	2015
Bulgaria	United States dollars	15	2015
Chile	United States dollars	100	2015
Colombia	United States dollars	1	2015
Costa Rica	United States dollars	10	2015
Dominican Republic	United States dollars	20	2015-2018
Finland	United States dollars	15 167	2015
Gambia	United States dollars	.5	2015
Ireland	Euros	1 500	2015
Israel	United States dollars	500	2015-2016
Italy	Euros	1 200	2015
Japan	United States dollars	5 000	2015
Kenya	United States dollars	100	2015-2018
Kuwait	United States dollars	200	2015-2018
Lao People's Democratic Republic	United States dollars	1	2015
Maldives	United States dollars	1	2015
Mozambique	United States dollars	20	2015-2018
Netherlands	United States dollars	4 535	2015
Norway	Norwegian krone	95 000	2015
Panama	United States dollars	30	2015-2018
Spain	Euros	1 500	2015
United Arab Emirates	United States dollars	7 218	2014-2014
United Kingdom of Great Britain and Northern Ireland	Pound sterling	25 000	2015-2016

Note: In addition to the Member States listed above, Bangladesh, Bhutan, El Salvador, Equatorial Guinea, Estonia, Germany, Grenada, Iceland, India, Islamic Republic of Iran, Malawi, Republic of Korea, Sweden, Switzerland and Uruguay made pledges to core resources, the details of which are to be confirmed.

Pledges to non-core resources

Member State	*Currency*	*Pledge (in thousands)*	*Year period*
Australia	Australian dollars	6 500	2015
Finland	United States dollars	4 000	2015
Germany	Euros	1 500	2015
Japan	United States dollars	15 000	2015
United Arab Emirates	United States dollars	2 781	2014-2015

Note: In addition to the Member States listed above, Austria, Estonia and Norway made pledges to the non-core resources, the details of which are to be confirmed.

Pledges to the United Nations Trust Fund in Support of Actions to Eliminate Violence against Women

Austria, Ireland and the United Kingdom made pledges to the United Nations Trust Fund in Support of Actions to Eliminate Violence against Women, the details of which are to be confirmed.

United Nations UNW/2015/8

Executive Board of the United Nations Entity for Gender Equality and the Empowerment of Women

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15 and 16 September 2015
Item 2 of the provisional agenda
Financial, budgetary and administrative matters

Integrated budget estimates for the United Nations Entity for Gender Equality and the Empowerment of Women for the biennium 2016-2017

Report of the Advisory Committee on Administrative and Budgetary Questions

I. Introduction

1. The Advisory Committee on Administrative and Budgetary Questions has considered an advance version of the report of the Executive Director on the integrated budget estimates for the United Nations Entity for Gender Equality and the Empowerment of Women (UN-Women) for the biennium 2016-2017 (UNW/2015/9). During its consideration of the report, the Committee met with the Executive Director, who provided additional information and clarification.

II. Integrated budget

A. Overview of resources

2. The Executive Director projects an integrated budget of $880 million for the biennium 2016-2017, representing an increase of $188 million, or 27 per cent, compared with its resource mobilization targets for the biennium 2014-2015. In this regard, the Executive Director requests the Executive Board to approve an appropriation of $196.4 million (gross) for its institutional budget, representing an increase of $19.5 million, or 11.1 per cent, compared with its request of $176.9 million for 2014-2015. Table 1 of the budget report shows the integrated resource plan for 2016-2017.

3. The UN-Women budget for 2016-2017 remains aligned with the harmonized results-based-budgeting and cost classification methodology applied by the United Nations Development Programme, the United Nations Children's Fund and the

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United Nations Population Fund. The cost classification allocates costs to: (a) development activities (split between programme and development effectiveness); (b) United Nations development coordination; (c) management activities; and (d) special-purpose activities (see UNW/2013/7, para. 40). It is also indicated, however, that UN-Women still maintains a two-year budget cycle, unlike the other agencies, which have a four-year cycle. This reflects the Entity's preference to more frequently monitor its resource structure and organizational requirements.

4. As indicated in paragraph 40 of the report, the proposed budget for 2016-2017 was prepared in accordance with the priorities of the strategic plan, 2014-2017 (see UNW/2013/6). The strategic context of the budget is set out in paragraph 11 of the report, in which are mentioned such major intergovernmental processes as the Beijing Platform for Action and the Political Declaration adopted at the twenty-third special session of the General Assembly, the post-2015 development agenda and the sustainable development goals, including a proposed stand-alone, comprehensive and transformative goal to advance gender equality and women's empowerment, the global review of the implementation of Security Council resolution 1325 (2000) and the recommendations set out therein, the Third International Conference on Financing for Development and its outcome, emphasizing transformative financing for gender equality commitments, and the climate change agreement, which is expected to integrate gender equality and women's empowerment in all aspects of a legally binding agreement.

B. Resource mobilization

5. The report indicates that resource mobilization remains a priority for UN-Women as it seeks to ensure capacity adequate for the delivery of its mandate. According to the information provided, in 2014 UN-Women achieved for the first time, and slightly exceeded, its target voluntary contributions. Furthermore, the projected amount of $880 million in voluntary contributions is close to the resource mobilization target under the strategic plan of $900 million during the biennium 2016-2017. From figure I of the budget report, the Advisory Committee notes the steady increase in projected resources from the time of the establishment of the Entity in 2011 through the biennium 2016-2017.

6. Upon enquiry, the Advisory Committee was informed that the private sector unit in the Strategic Partnerships, Advocacy, Civil Society Communications and Resource Mobilization Division was currently staffed with three posts. An additional P-3 post was being proposed in the 2016-2017 budget to enable the team to dedicate capacity and expand its engagement with the growing number of private sector partners. The post would provide dedicated relationship management to key new private sector accounts and support to the entire UN-Women network. With more than 30 prospective private donors, including corporations, foundations and high-net-worth individuals, the Entity requires the increased capacity to match the growing opportunities presented by the private sector. **The Advisory Committee recommends approval of the proposed post.** The Committee's further comments and observations on posts are contained in paras. 19-24 below.

7. **The Advisory Committee commends UN-Women for its efforts to broaden and deepen its resource base, including by engaging with the private sector, in order to ensure voluntary contributions sufficient to fund its activities.**

C. Alignment of funding for the normative and operational functions of UN-Women with General Assembly resolution 65/259

8. The Advisory Committee recalls that in its resolution 65/259, the General Assembly requested the Secretary-General to further elaborate, in the proposed programme budget for the biennium 2012-2013, on the normative intergovernmental processes undertaken by UN-Women to implement its mandate in order to specify whether the activities of the Entity, including administrative, evaluation, coordination, research and analytical policy functions, would support or be considered normative intergovernmental processes, operational intergovernmental processes and operational activities or a combination thereof. The Assembly also requested the Secretary-General to reflect in the proposed programme budget for the biennium 2012-2013, on the basis of that information, the necessary budget allocation so as to ensure an appropriate source of funding of the financial resources required, including the funding of senior-level posts. The Committee also recalls that, in paragraph 13 of its decision 2011/1, the Executive Board requested that the integrated budget for 2012-2013 reflect the analysis conducted pursuant to resolution 65/259.

9. The Advisory Committee recalls that the conclusion of the requested analysis, which was summarized in the proposed programme budget of UN-Women for 2014-2015 (A/68/6 (Sect. 17)), was that in the majority of instances, administrative, evaluation, coordination, research and analytical policy functions all contributed to a combination of normative intergovernmental, operational intergovernmental and operational processes and activities. The Committee, in the context of its consideration of the Entity's 2014-2015 budget proposal, noted that the analysis did not constitute a satisfactory response to the request of the General Assembly. The Committee therefore recommended that the Assembly request the Secretary-General to further develop the analysis requested in resolution 65/259 and to present his findings in the context of the proposed programme budget for the biennium 2016-2017 (A/68/7, para. IV.140). The Committee also recommended that the Executive Board request UN-Women to further develop the analysis and present its findings to the Board at its next session (UNW/2013/8, para. 8).

10. During its consideration of the 2016-2017 budget proposal, the Advisory Committee was informed that, while the normative functions of UN-Women had increased significantly owing to the Entity's support to various intergovernmental processes, its regular budget resources had not increased. In this connection, the Committee was informed that, in the Policy Division, only 17 out of the 79 posts were funded from the regular budget and that 23 posts funded from extrabudgetary resources were undertaking normative functions at least 50 per cent of the time in the areas of women's leadership and governance; women and peace and security; ending violence against women; research and data; HIV/AIDS; gender-responsive budget; and statistics and monitoring. Similarly, the Committee was informed that, in the United Nations System Coordination Division, three posts funded from extrabudgetary resources were responsible for normative functions.

11. **The Advisory Committee notes that the integrated budget proposal does not contain any analysis in addition to that presented in the 2014-2015 budget proposal and that there remains a lack of clarity with regard to the funding model of the Entity. The Committee is of the view that more could be done to assess the activities of UN-Women and that a model that better addresses the requests contained in paragraphs 8 and 9 of General Assembly resolution 65/259 and paragraph 13 of Executive Board decision 2011/1 should be developed. In that regard, the Committee reiterates its recommendation that the Executive Board request the Executive Director to further develop the analysis requested in resolution 65/259 and present her findings to the Board no later than in its 2018-2019 budget proposal. Furthermore, the Committee is of the view that the analysis should include a review of the staffing structure of UN-Women in order to better align the funding for the Entity's normative and operational functions with resolution 65/259.**

D. Progress in efficiency and effectiveness

12. In section III of the report, the implementation of various initiatives aimed at improving accountability, transparency, efficiency and effectiveness in the management of the Entity's resources and delivery of services is highlighted. Such measures include the development of a streamlined human resources information system to strengthen the delivery of human resources services, the strengthening of information security and business continuity processes and the roll-out of a new integrated cloud-based solution for e-mail, communications, collaboration and content management. It is also indicated that, in 2014, UN-Women launched a business efficiency project, which represents a focused effort on a set of work streams that should improve information and communications technology systems and business processes and enhance management information from the Entity's core enterprise resource planning system. It is also indicated that UN-Women will draw from existing resources and not request the Executive Board for any additional funding to sustain those improvements.

13. As for the implementation of audit recommendations, the report indicates that UN-Women has implemented 16 of the 17 recommendations issued by the United Nations Board of Auditors for 2012 and 9 of the 12 recommendations issued for 2013, with the remaining ones on track for implementation. It is also indicated that, starting in 2014, a harmonized annual audit approach for selected non-governmental, governmental and intergovernmental organizations that implement UN-Women projects was adopted for the grant projects funded by the Fund for Gender Equality and the United Nations Trust Fund to End Violence against Women, and that the services of an international audit firm were engaged through a long-term agreement to carry out the audit of selected UN-Women programme and grant projects worldwide.

14. **The Advisory Committee commends UN-Women for its efforts aimed at improving operational efficiency and effectiveness. The Committee looks forward to receiving more concrete qualitative and quantitative information on the impact of these measures in future reports to the Executive Board.**

E. Regional architecture

15. It is indicated in the report that UN-Women has now completed the implementation of its regional architecture as approved by the Executive Board in its decision 2012/6 and has started realizing the benefits in terms of organizational effectiveness and efficiency. The report further indicates that the regional architecture comprises 6 regional offices (Egypt, Kenya, Panama, Senegal, Thailand and Turkey), 6 multi-country offices, 47 country offices and a programme presence in 30 countries, with a total of 507 staff in the field as at 20 November 2014, up from 252 in May 2012. It is also indicated that an independent evaluation of the regional architecture will be undertaken in 2015 and 2016 in order to determine any future refinements (see paras. 12 and 44 and annex II).

16. The Advisory Committee notes from the budget report that the demand for UN-Women support and engagement continues to grow, as have the requests from Member States to establish new country offices. Upon enquiry, the Committee was informed that the regional architecture allows for a wide range of models of support, ranging from full country offices to remote technical support. Furthermore, it was explained that any requests for new offices are assessed in accordance with established criteria, based on which UN-Women has identified only two instances, Indonesia and Somalia, where opening a new office would be the most prudent course of action. In other instances, the Committee was informed that UN-Women has proposed alternative models of support, such as programmatic activities managed by project staff where there is no in-country resident representative or where UN-Women provides only remote technical support.

F. Institutional budget

17. As indicated in paragraph 2 above, a gross appropriation of $196.4 million is proposed for the institutional budget for 2016-2017, representing an increase of 11 per cent over 2014-2015, driven mainly by the proposed addition of 31 posts. Other factors include the inflation rate, a 2 per cent increase in staff salaries and a 1.6 per cent decrease in vacancy rates. A breakdown of the proposed budget by major category of expenditure is provided in the annex.

Staff costs

18. Staff costs are projected to increase by $13.9 million, from $125.8 million in the approved institutional budget for 2014-2015 to $139.7 million in 2016-2017, comprising non-discretionary (salaries) and discretionary (new posts and vacancy rate changes) cost factors.

New posts

19. The 31 new posts (20 international, 5 national and 6 general service) are proposed to strengthen the Entity's presence at the country level and also to strengthen institutional capacities for coordination and gender mainstreaming, strategic partnerships and resource mobilization, civil society and legal and procurement support. An outline of the distribution of the new posts is provided in paragraphs 46 to 49 of the report and a justification of the request is provided in paragraphs 76 to 78. It is indicated that 19 of the 31 posts are proposed in support of

the field structures for 9 field offices, namely, Burundi, Sierra Leone and the Sudan, which until now have had no institutional budget posts, Indonesia and Somalia, which are to be established, and four field offices (Bangladesh, Egypt, Kenya and Mali) that do not have a post of Deputy Head of Office. It is further indicated that, of the remaining 12 posts, 6 are requested for headquarters-based requirements to enhance support to field offices and 6 are requested to provide a minimum capacity for the evaluation function.

20. Upon enquiry, the Advisory Committee was informed that 18 of the 31 posts would be newly established and that 13 were already in existence. According to the budget proposal, the funding for these 13 existing posts would be transferred from core programmable resources to the institutional budget. Upon request, the Committee was provided with job descriptions for the 31 proposed posts.

21. **The Advisory Committee recommends approval of the 31 new posts proposed under the institutional budget for 2016-2017.**

Post upgrades

22. It is also proposed that three posts be upgraded from the P-5 to the D-1 level, as follows:

(a) Chief of Communications and Advocacy. It is indicated that owing to the exponential increase in advocacy and outreach work, the communications function has grown rapidly and has assumed strategic importance, especially in terms of ensuring high visibility, proper branding and strategic positioning of the Entity in different types of media, as well as communicating and engaging at a high level with various audiences;

(b) Chief of Civil Society and Leadership. It is indicated that, in view of the growing profile of UN-Women, the incumbent not only has the primary responsibility of engaging with the Entity's civil society partners in relation to the Commission on the Status of Women and other contexts, but is also the focal point for UN-Women's global Civil Society Advisory Group mechanisms at the global, regional and national levels and is responsible for strengthening UN-Women's engagement with civil society. Upon enquiry, the Advisory Committee was informed that, in addition to its extrabudgetary functions, the post proposed for upgrade had been identified as serving normative functions, which should be funded from the regular budget;

(c) Chief of Policy, Research and Data. It is indicated in the report that the incumbent has wide-ranging responsibility to provide the data that form the basis of the Entity's advocacy and policy work, including researching and producing UN-Women's two flagship reports: *Progress of the World's Women* and *World Survey on the Role of Women in Development*, commissioning and publishing cutting-edge policy-relevant research; and leading work on gender statistics. In addition, the Advisory Committee was informed, upon enquiry, that the upgrade would complete the alignment process by which all posts of Section Chief are at the D-1 level.

23. Upon enquiry as to whether the posts proposed for upgrade had been classified, the Advisory Committee was informed that UN-Women jobs had been classified in accordance with International Civil Service Commission standards. The Committee was further informed, however, that the posts would be classified only after they had been approved by the Executive Board.

24. **The Advisory Committee notes that the proposals referred to in paragraph 22 above have been presented without any supporting quantitative details that could have facilitated an objective assessment of the reported growth in their respective functions and levels of responsibility. Furthermore, the Committee is of the view that new posts should be classified and their functional levels established before they are presented to the Executive Board for approval. The Committee is also of the view that any proposal to upgrade such senior-level posts should only be considered bearing in mind the pending review of the staffing structure of UN-Women in order to better align the funding for the Entity's normative and operational functions with the provisions of General Assembly resolution 65/259, which calls for appropriate funding for senior-level posts** (see para. 11 above). **Therefore, the Committee trusts that the Executive Director will present the foregoing information to the Executive Board at the time of its consideration of the 2016-2017 integrated budget.**

Vacancy rates

25. It is indicated in paragraph 69 of the report that a 5 per cent vacancy rate has been applied to the staff costs in the institutional budget, a reduction from the approved rate of 7 per cent for 2014-2015, on the assumption of a higher rate of post occupancy as the Entity matures. It is also indicated that this decrease in the vacancy rate has increased the estimate for staff costs by $2.8 million. Upon enquiry, the Advisory Committee was informed that the average vacancy rate was 20.1 per cent for the biennium 2012-2013 and 14.6 per cent for 2014-2015 up to February 2015. The Committee was also informed that, as at 31 March 2015, 61 integrated budget and regular budget posts were vacant, which would translate to a vacancy rate of 12.8 per cent. **Taking into account the actual average vacancy rates during the last two bienniums, the Committee is of the view that the rate of 5 per cent budgeted for 2016-2017 is not realistic and therefore recommends that a higher vacancy rate of 10 per cent be applied to the estimates for staff costs.**

Non-staff costs

26. The report indicates that tight control has been maintained within the non-staff cost category, with no overall increase proposed other than for the non-staff elements associated with the establishment of new offices, for a total of $2.8 million, and inflation. The requirements comprise $1.3 million in non-staff costs related to the new posts requested for five field offices (see para. 19 above) and $1.5 million for the evaluation function. **The Advisory Committee recommends approval of the non-post resources proposed for 2016-2017.**

III. Conclusion

27. **Subject to its recommendations in paragraph 25 above, the Advisory Committee recommends approval of the integrated budget estimates of UN-Women for the biennium 2016-2017 and also recommends that the Executive Board approve an appropriation in the amount of $189 million (gross), including $27 million for cost recovery for other resources. The Committee further recommends that the Executive Board authorize the Executive Director to allocate the excess extrabudgetary income to the support of management activities.**

Annex

Proposed integrated budget for 2016-2017, by major category of expenditure

(Millions of United States dollars)

Category of expenditure	*Amount*	*Percentage*
Post costs	**139.7**	**71**
Non-post costs		
Reimbursements to the United Nations (including resident coordinators and the Department for General Assembly and Conference Management)	3.4	2
Reimbursements to the United Nations Development Programme	6.3	3
Other reimbursements to the United Nations and the United Nations Development Programme	2.4	1
Rent (New York)	7.1	4
Atlas enterprise resource planning system	2.6	1
Evaluation costs	1.5	1
Field office operating costs	17.3	9
Information support technology (including all costs, infrastructure and licences)	6.8	3
Headquarters operating costs	6.9	4
Security (compliance with minimum operating security standards)	2.4	1
Subtotal, non-post costs	**56.7**	**29**
Total integrated budget	**196.4**	**100**

United Nations UNW/2015/9*

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Integrated budget estimates for the United Nations Entity for Gender Equality and the Empowerment of Women for the biennium 2016-2017

Summary

The General Assembly, in its resolution 64/289 of 2 July 2010 on system-wide coherence, established the United Nations Entity for Gender Equality and the Empowerment of Women (UN-Women) and mandated it to assist countries and the United Nations system to progress more effectively and efficiently towards the goals of achieving gender equality and women's empowerment and upholding women's rights. UN-Women is thus a unique composite entity with a dual financing structure.

To implement this mandate, UN-Women is proposing an integrated budget with projected voluntary contributions of $880 million for 2016-2017 and requests an appropriation of $196.4 million (gross).

The integrated budget is the financial plan that allows the organization to have the financial and institutional capacity to achieve the results set out in its approved strategic plan for 2014-2017 and covers all cost categories and funding sources (both regular and other resources) within a single, consolidated proposal.

UN-Women needs adequate capacity to fully and effectively serve its mandates. This integrated budget will help further build this capacity by moving towards full implementation of the approved field office structure and supporting programmatic areas. To this end, the document presents relatively modest real budget growth, the majority of which will be allocated to the field.

The two-year integrated budget is aligned with the four-year strategic plan and complements funding from assessed contributions within the regular budget.

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** UNW/2015/L.4.

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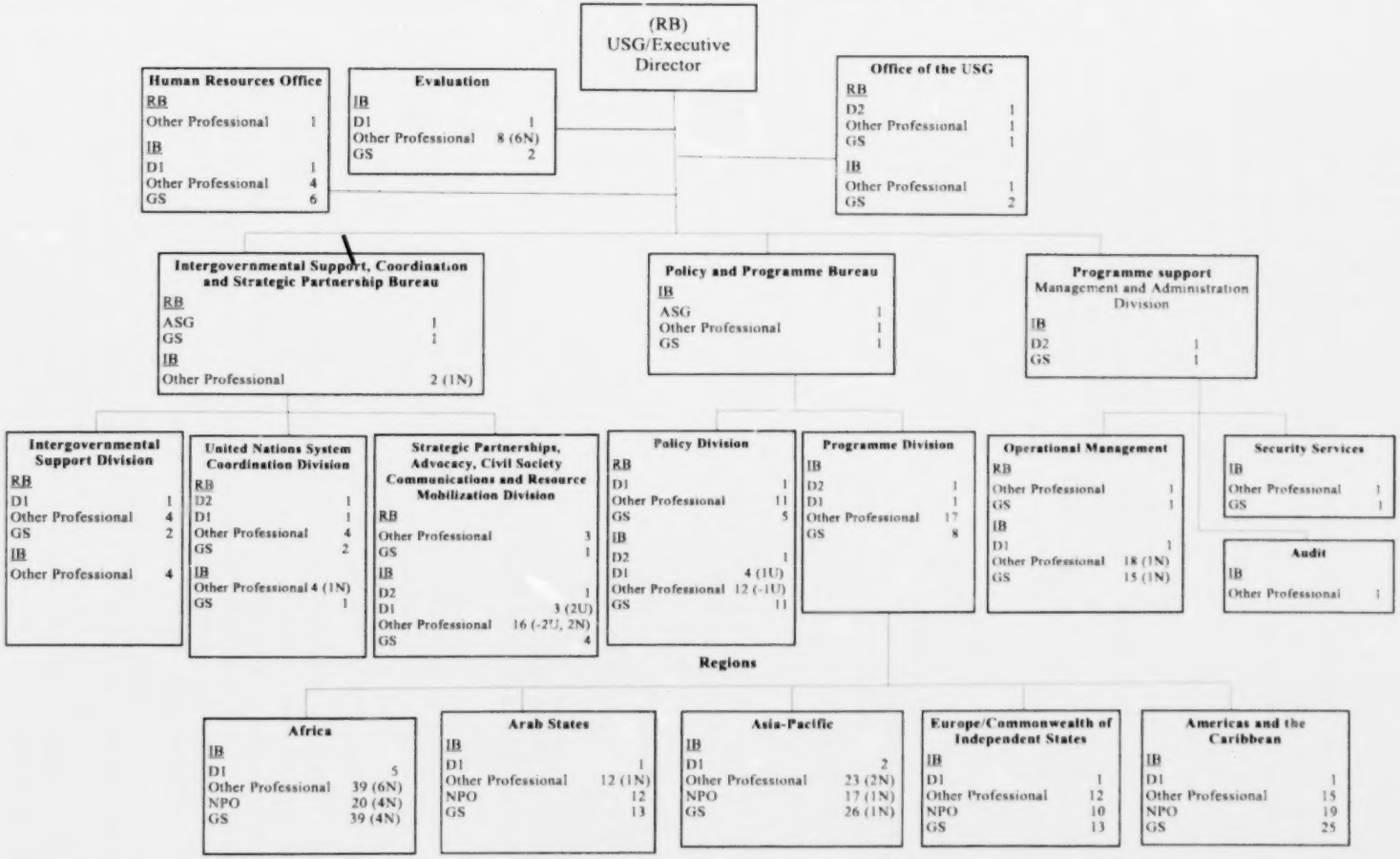
United Nations Entity for Gender Equality and the Empowerment of Women
Proposed organizational structure and post distribution for the biennium 2016-2017



Abbreviations: ASG, Assistant Secretary-General; GS, General Service; IB, institutional budget; N, new post; NPO, National Professional Officer; RB, regular budget; U, upgraded post; USG, Under-Secretary-General.

I. Overview

1. The General Assembly, in its resolution 64/289 of 2 July 2010 on system-wide coherence, established the United Nations Entity for Gender Equality and the Empowerment of Women (UN-Women) and provided it with a mandate to assist countries and the United Nations system to progress more effectively and efficiently towards the goals of achieving gender equality and women's empowerment and upholding women's rights.

2. To address this mandate, the integrated budget of UN-Women has been prepared on the basis of the experience gained during the Entity's first two budgetary bienniums and the evolving understanding of the critical resources required to deliver on its mandate. The budget is focused on strengthening the support UN-Women offers to Member States through enhancing the delivery of results from its programmes.

3. The integrated budget sets out the resources needed to achieve the results laid out in the integrated results framework of UN-Women and should be considered in conjunction with the approved strategic plan for 2014-2017, of which it is an integral part, along with the approved 2014-15 integrated budget. The projections are for a biennial integrated budget of $880 million in voluntary contributions, with $196.4 million (gross) requested as an appropriation.

4. The General Assembly will continue to consider the resources from the regular budget required to service the normative intergovernmental processes, policy and coordination work in the context of its consideration of the proposed programme budget for the biennium 2016-2017, totalling $15.3 million for UN-Women, and received as assessed contributions.

5. It should be noted that 2014 was the first year in which UN-Women achieved and slightly exceeded its target contributions for both regular and other resources. On the basis of this positive trend and indications received from donors, UN-Women considers it realistic to propose material growth in its voluntary contributions. UN-Women also believes that it needs to be proactive with regard to its growth and related requirements if it is to implement its mandate.

6. UN-Women remains aligned with the harmonized results-based budgeting and cost classification methodology applied by the United Nations Development Programme (UNDP), the United Nations Children's Fund (UNICEF) and the United Nations Population Fund (UNFPA). However, it is distinct from these three entities in that it continues to present a two-year budget.

7. The newness of UN-Women and the preference to monitor more frequently its resource structure and organizational requirements led to its maintaining a two-year budget period rather than the four years adopted by the other entities. The integrated budget for 2016-2017maintains this two-year approach, both to continue the more frequent review of requirements and to ensure that the work of UN-Women remains aligned with its strategic plan for 2014-2017 and the regular budget process.

8. In developing the present proposals, UN-Women continues to be guided by the overarching need to deliver measurable development results, in particular at the country level, and has focused on the latter with regard to its growth request. The voluntary contributions projection is set at $880 million, close to the strategic plan resource mobilization target of $900 million for the biennium 2016-2017.

9. The following major principles have guided the preparation of the integrated budget proposal for 2016-2017:

(a) Enhancing efficiency, transparency and accountability by improving and embedding the results-based management approach throughout the organization;

(b) Adopting a growth strategy with focus on operational and programmatic activities in the field. This growth is directly aligned with the organizational structure already approved by the Executive Board and based on a minimal critical capacity for each field office. Full implementation of this base structure is, however, not yet proposed given the resource constraints within the organization;

(c) A focus on managing the proportion of management activities to other activities within the organization and continuing to align the funding sources directly with the relevant posts and functions as approved by the harmonized approach to cost classification;

(d) Supporting the effectiveness and efficiency of UN-Women through a strong, independent and credible evaluation function. This is in line with the decision of the Executive Board to continue to strengthen the Entity's evaluation capacities, including through the allocation of adequate human and financial resources, and to enhance the utility, credibility and independence of evaluation (see Executive Board decision 2015/1);

(e) Recognition of the importance of strengthening the capacity of UN-Women at Headquarters to provide policy and normative guidance, as well as guidance related to United Nations system coordination, advocacy and strategic partnerships, and to leverage synergies at the national, regional and global levels in the service of management and resource mobilization support and oversight and the provision of technical advice to the field.

10. UN-Women will continue to prioritize programmatic work that delivers results for women and girls. Hence, 84 per cent of resources will be devoted to development activities (including development effectiveness), 13 per cent to management and 3 per cent to United Nations development coordination. As indicated in annex I to the present report, the management costs ratio for 2016-2017 is expected to decrease compared to the current projected estimates for 2014-2015.

II. Strategic and financial context

A. Strategic context

11. The strategic context for the preparation of the present budget is framed by the following considerations:

(a) The historic conjunction of major intergovernmental global processes, including the twentieth anniversary review of the Beijing Declaration and Platform for Action,[1] the post-2015 development agenda and the sustainable development goals, including a proposed stand-alone, comprehensive and transformative goal to advance gender equality and women's empowerment, which UN-Women would be

[1] *Report of the Fourth World Conference on Women, Beijing, 4-15 September 1995* (United Nations publication, Sales No. E.96.IV.13), chap. I, resolution 1, annexes I and II.

expected to support. Other significant events include the global review of the implementation of Security Council resolution 1325 (2000) and its recommendations, the Third International Conference on Financing for Development and its expected outcome emphasizing transformative financing for gender equality commitments, and the twenty-first session of the Conference of the Parties to the United Nations Framework Convention on Climate Change, which is expected to integrate gender equality and women's empowerment in all aspects of a legally binding agreement to be adopted in December 2015. These milestones will continue to provide UN-Women with strong and additional mandates and a generational opportunity to put gender equality and women's empowerment at the centre of the international development agenda, its financing and its implementation. The outcome document of the United Nations Conference on Sustainable Development (General Assembly resolution 66/288, annex), affirms the key role of UN-Women in integrating gender equality and women's empowerment in all dimensions of sustainable development. Moreover, the political declaration adopted by the Commission on the Status of Women on the occasion of the twentieth anniversary of the Fourth World Conference on Women, (see E/2015/27, chap. I, sect. C, resolution 59/1, annex) calls upon UN-Women to support the full, effective and accelerated implementation of the Beijing Declaration and Platform for Action in all areas and with all stakeholders. UN-Women needs significantly more resources to fulfil expanded mandates and meet the associated needs and demands, and to support Member States in achieving gender equality by 2030, as endorsed by Member States in the above-mentioned political declaration;

(b) The sustained commitment by Member States to implement the General Assembly resolution establishing UN-Women (resolution 64/289) and subsequent resolutions on the follow-up to Beijing, as well as the thematic outcomes of the General Assembly and the Commission on the Status of Women and gender mainstreaming resolutions of the Economic and Social Council, which have strengthened the normative, coordination and operational mandate of UN-Women. The Entity's positive performance, delivery and impact have been recognized by the Executive Board and call for adequate funding of UN-Women and continued affirmation the Entity's universal mandate to advocate and support gender equality and women's empowerment worldwide. At its second regular session of 2014, the Executive Board of UN-Women initiated a structured dialogue with Member States on financing in accordance with the recommendations of the quadrennial comprehensive policy review of operational activities for development of the United Nations system. These ongoing dialogues should help to enhance the quality, quantity and allocation process of core and non-core resources so that UN-Women reaches the critical mass of resources of 500 million dollars annually;

(c) The recognition in a range of independent reviews, such as that of the Multilateral Organisation Performance Assessment Network, and the recently released evaluation report of the Office of Internal Oversight Services, that UN-Women is achieving results in all areas, is doing so in an efficient manner, achieves good value for money and is a safe and reliable custodian of donor resources, despite resources being below what was originally envisioned. UN-Women has to date consistently received clean unqualified audit reports from the Board of Auditors;

(d) The approval by the Executive Board of the strategic plan of UN-Women for 2014-2017, which reflects the organization's mandate in all its elements and lays

out its operational role as an entity that works at the country, regional and global levels to respond to Member States' demands for support in translating international norms and standards on gender equality and women's empowerment into reality on the ground; its normative, intergovernmental support role; and its coordination role within the United Nations system and in United Nations country teams;

(e) The expanding volume of work resulting from increased requests by Member States for UN-Women to provide policy and technical support for their implementation of the international gender equality commitments at the country level;

(f) The elevated interest expressed by donors, through the structured financing dialogue and other channels, to invest in furthering gender equality, to make UN-Women their partner of choice and to strengthen the Entity's resources;

(g) Demand for support and engagement from UN-Women remains high and is growing. More than 10 Member States have asked United Nations-Women to set up country offices in their country, and others have requested a strengthened presence. In crises such as the Ebola outbreak and the Nepal earthquake, United Nations-Women has established a niche in humanitarian response that creates yet further demands upon it. As UN-Women continues to demonstrate the value it adds, the expectations of partners are increasing.

12. The strategic plan for 2014-2017 describes the broad implementation modalities envisaged for achieving results. These modalities include the organizational structure of UN-Women, whereby the organization pursues all aspects of its mandate by leveraging the capacities of and synergies between the Headquarters, regional and country levels, while drawing and building on the capacities for promoting gender equality and the empowerment of women across all other United Nations entities. UN-Women has now completed implementation of its regional architecture as approved by the Executive Board in its decision 2012/6, and is seeing associated improvements in organizational effectiveness and efficiency.

13. UN-Women, together with UNDP, UNFPA and UNICEF, has adopted harmonized cost classification and results-based budgeting frameworks.

14. This is the second two-year budget in the context of the 2014-2017 integrated results and resources framework of the UN-Women strategic plan for 2014-2017. As noted in the presentation of the 2014-2015 budget, this two-year approach is in line with the Financial Regulations and Rules of the United Nations and is appropriate for UN-Women since it was established only recently and has limited historical information to draw upon for reliable projections. It also allows alignment with the regular budget for 2016-2017, from which UN-Women receives a share of its overall resources through assessed contributions.

B. Financial context

15. Resource mobilization remains a priority for UN-Women as it seeks to ensure adequate capacity to deliver the results presented in its strategic plan for 2014-2017. For the biennium 2014-2015, projected total resources were set at $690 million, divided between regular resources at $340 million and other resources at $350 million. 2014 was the first year in which UN-Women succeeded in meeting its targets, with regular resources reaching $164 million and other resources reaching

$159 million. This represented significant growth relative to 2013 ($153 million and $114 million, respectively).

16. Nonetheless, UN-Women remains significantly below the annual $500 million in voluntary contributions that was widely recognized as needed to secure its minimum critical mass at the time of its establishment (see A/64/588).

17. It is vital that UN-Women grow substantially during 2016-2017 to enable the organization to deliver the results framework outlined in the strategic plan and meet the associated needs of Member States and demand for its services. Growth is needed to allow the entity to capitalize on the global momentum and consensus in favour of the accelerated implementation of the Beijing Platform for Action, in accordance with the political declaration adopted by the Commission on the Status of Women at its fifty-ninth session (see para. 11 (a) above), and to ensure the centrality of gender equality in the implementation of the post-2015 agenda.

18. In recognition of this, UN-Women has set realistically ambitious targets for 2016-2017 of $380 million in regular resources and $500 million in other resources. This will move the Entity closer to the critical mass needed for it to fulfil its universal mandate; provide policy-based advocacy and technical support in programme countries; be fully engaged in intergovernmental, inter-agency coordination and multi-stakeholder processes; and be prepared to respond to the challenges defined by the post-2015 development agenda.

19. The evaluation of UN-Women by the Office of Internal Oversight Services (see E/AC.51/2015/9, paras. 20, 41 and 42) and the meta-analysis by the Independent Evaluation Office[2] found that the gap in resource levels challenged the capacity of UN-Women to deliver optimum results in an effective and sustainable manner.

20. In order to achieve this, UN-Women recognizes that it will need to secure additional regular and other resources. The rate of growth of other resources is currently exceeding that of regular resources. UN-Women prioritizes regular resources but expects more modest growth in regular than in other resources, and consequently is projecting a 43 per cent to 57 per cent proportion of regular to other resources for the biennium 2016-2017.

21. Impressive growth in other resources since 2013 has been founded on growing donor confidence in the normative and coordination work of UN-Women and its programming, particularly at country level. UN-Women will capitalize on this increasing confidence by rolling out high-impact, scalable flagship programmes in key areas of gender equality that will allow its other-resources income to double in two years. The current trajectory of growth puts UN-Women on track to achieve the level of $300 million per annum in other resources. This will require continued and concerted engagement with donors and partners, as well as continued commitment on their part.

22. The development of flagship programmes will be a central strategy for rapid growth. It will align normative, coordination, policy and operational work and leverage the unique and universal mandate of UN-Women to achieve and report on transformative results. It will also enhance consistency across UN-Women country

[2] UNW/2014/CRP.10, available from www.unwomen.org/en/executive-board/documents/second-regular-session-2014.

programmes and generate efficiencies through economies of scale as well as sharing of experience.

23. UN-Women also envisages increasing its other-resources income by accessing finance relating to emerging areas of work, in particular humanitarian assistance (see para. 11 (g) above); the process of defining the new urban agenda; issues around climate change, such as the role of women in sustainable energy; and high-level policy reviews in the field of international peace and security, especially with respect to peacebuilding, peacekeeping and political missions. This will allow UN-Women to foster synergies across its humanitarian, peace and security, development and climate action areas.

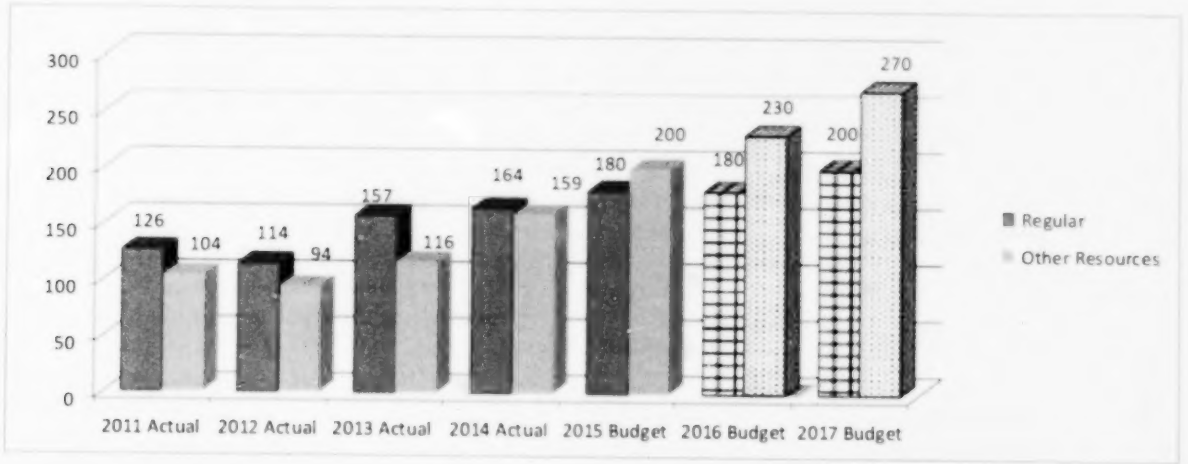
24. UN-Women will continue to broaden and deepen its resource base. It will work with existing donors to increase the number of donors contributing more than $20 million. It will also build further upon its strong record of securing contributions from a wider range of government donors than most other United Nations entities. At the same time, it will continue to increase the resources it secures from the private sector, which grew markedly during the 2014-2015 biennium, albeit from a low base.

25. The change in financial resources since the establishment of UN-Women and projected resource levels for the biennium 2016-2017 are shown in figure I below.

Figure I

Regular and other resources, 2011-2017

(Millions of United States dollars)



26. UN-Women continues to depend upon early payments of regular resources from Member States during the first half of the financial year so that operations can be effectively planned, budgeted for and implemented. For other resources, timely payments in line with the funding agreements will ensure that project implementation can be carried out as planned.

27. UN-Women will continue to regularly assess projections of resources received so that it can proactively manage the risk of a shortfall and ensure that appropriate action is taken in a timely manner.

III. Institutional effectiveness and efficiency: progress made in 2014-2015 and going forward

28. In its recent evaluation of UN-Women, the Office of Internal Oversight Services recognized that:

> Despite resource levels being below what was envisioned, UN-Women has increased the visibility of, and attention to, gender equality and the empowerment of women. UN-Women has increased the opportunities for related issues to be integrated into member State deliberations and related normative outcomes, as well as in the work of the United Nations system. At the regional and country levels, the Entity's normative support work has contributed to elevating those issues in United Nations country programming and activities and strengthened dialogue with government and development partners. (E/AC.51/2015/9, summary)

29. It was further recognized that:

> UN-Women has also achieved positive results in strengthening the normative framework on gender equality and the empowerment of women. It has supported the adoption of gender-specific norms and standards and promoted the integration of the subject into global and sectoral agendas. It was particularly effective in working to achieve the agreed conclusions of the fifty-seventh and fifty-eighth sessions of the Commission on the Status of Women and the inclusion of a stand-alone goal on gender equality and the empowerment of women in the proposed post-2015 agenda. UN-Women also strengthened its engagement with the Security Council and supported the expansion of the normative framework with regard to the role that women play in all stages of conflict prevention and resolution and recovery. UN-Women has contributed to stronger national legislation and policies, in particular on ending violence against women, gender-responsive budgeting, and women's leadership in power and decision-making. (Ibid.)

30. Moreover, the Economic and Social Council, in its resolution E/2014/2, noted with appreciation the important and extensive work of UN-Women for more effective and coherent gender mainstreaming across the United Nations and its role in leading, coordinating and promoting accountability of the United Nations system in its work on gender equality and the empowerment of women, and recognized its role in assisting Member States upon their request.

31. Also, the political declaration adopted by the Commission on the Status of Women (see para. 11 (a) above) recognized the important role of UN-Women in promoting gender equality and the empowerment of women and the central role the Entity was playing in mobilizing States, civil society, the United Nations system, the private sector and other relevant stakeholders at all levels in support of the review and appraisal of the implementation of the Beijing Declaration and Platform for Action, and called upon UN-Women to continue those efforts beyond the review. UN-Women will therefore be required to support the six strategies for full, effective and accelerated implementation of the Beijing platform, namely, strengthened implementation of laws, policies, strategies and programme activities; strengthened and increased support for institutional mechanisms for gender equality and the empowerment of women and girls; the transformation of discriminatory norms and gender stereotypes and the promotion of social norms and practices that recognize

the positive role and contribution of women and eliminate discrimination; increased investment to close resource gaps; strengthened accountability for the implementation of existing commitments; and enhanced capacity-building, data collection, monitoring and evaluation.

32. To ensure that staff have the capacity and means to deliver results that advance gender equality and women's empowerment efficiently and effectively, the human resources section has mapped its main business processes and developed streamlined and simplified processes which also serve as the foundation for a modern human resources information system. Through the development of automated global streamlined processes, UN-Women is strengthening its service delivery to its clients. To strengthen performance management, talent management and career planning, the human resources section has developed a holistic performance management framework that holds both supervisors and employees accountable to their performance, allows for the identification of underperformance and gives supervisors the opportunity to reward and recognize excellent performance.

33. In 2013, the United Nations Board of Auditors issued 17 recommendations for the year ended 31 December 2012. UN-Women has implemented 16 and the remaining one is under implementation. In 2014, the Board of Auditors issued 12 recommendations for the year ended 31 December 2013, of which 9 have been implemented and the remaining 3 are on track for completion in accordance with the timelines set out in the report of the Secretary-General on the implementation of the recommendations of the Board of Auditors (A/69/353/Add.1). UN-Women has received clean external audit reports since 2011.

34. Starting in 2014, a harmonized annual audit approach for selected non-governmental, governmental and intergovernmental organizations that implement UN-Women projects has been adopted for the grant projects funded by the Fund for Gender Equality and the United Nations Trust Fund in Support of Actions to Eliminate Violence against Women. The guidelines and terms of reference for the audit of such projects were updated to reflect the harmonization of the audit approach for selected programme and grant projects. The services of an international audit firm were engaged through a long-term agreement to carry out the audit of selected UN-Women programme and grant projects worldwide.

35. UN-Women has implemented a number of initiatives to streamline security processes, enhance client accessibility and boost overall security compliance, while imparting a gender dimension to the principles of "no programme without security" and "no security without resources" underlying the United Nations security management system. Such initiatives include a new business continuity management format, online programme support tools and critical the development and implementation of the UN-Women security mainstreaming process, which clearly and effectively incorporates security considerations in all aspects of organizational activities. In support of this process, the 2014 launch of an automated security compliance business process resulted in a 99 per cent country response, providing an accurate organizational security compliance appraisal for the first time. The process further facilitates a transparent audit-focused proactive methodology to assist field colleagues in rapidly improving and maintaining security compliance, while accessing suitable funding streams to enable compliance improvements.

36. In 2014, UN-Women made a significant leap on the information technology front through the adoption of cloud computing. The organization rolled out a new

integrated cloud-based solution for email, communications, collaboration and content management. The goals of the information and communications technology strategy are now fully achieved. The solution provided 50 per cent cost saving on email and communications services as well as significant benefits in the form of a seamless and integrated environment allowing staff to collaborate anywhere and anytime through personal computers and mobile devices. Several components were put in place to facilitate the cloud implementation, including a completely new identity management system for managing UN-Women user accounts as well as an integrated new authentication mechanism. These building blocks further enabled UN-Women to proceed with implementing stronger systems in support of its business processes, including the upgraded results management system introduced at the end of 2014. On the infrastructure side, the cloud implementation delivers further cost efficiencies and business benefits as the elastic nature of the hosting facilities gives UN-Women the ability to rapidly and cost-effectively scale capacity up and down without costly investments in surplus hardware capacity.

37. UN-Women launched the business efficiency project in 2014 to improve the organization's information and communications systems and business processes in four key areas: (a) improving the use of Atlas to focus on programme and project management as well as reporting and dashboards, in order to improve transparency both internal and externally; (b) streamlining workflows, automating processes, managing documents and improving the capabilities of the intranet; (c) strengthening the strategic support and oversight of public-facing Internet portals and websites; and (d) strengthening strategic plan implementation, monitoring and reporting through development of a results management system.

38. UN-Women continued to strengthen its evaluation capacities and systems to support the implementation of its mission and mandate through evaluation. On the basis of consideration and discussion of three external assessments undertaken in 2014,[3] the Global Evaluation Advisory Committee presented its own overall assessment and recommendations to the UN-Women Executive Board in February 2015. The Committee concluded that UN-Women has a strong central evaluation function and emphasized the vital role that evaluation plays in bringing evidence and knowledge to the normative, operational and coordination work of UN-Women. As noted in the 2014 annual report on the evaluation function (UNW/2015/5, para. 26), the implementation rate for corporate evaluations in 2014-2015 was 100 per cent. The meta-evaluation conducted by an external independent reviewer within the framework of the Global Evaluation Reports Assessment and Analysis System assessed the overall quality of evaluations completed in 2014 as follows: 43 per cent of evaluation reports were rated "very good", 28.5 per cent "good" and 28.5 per cent "satisfactory".

39. All of these successful initiatives illustrate that the Entity continues to make serious efforts to operationalize the principles of accountability, transparency, effectiveness, efficiency and value for money. UN-Women is not asking the Executive Board for any additional funding to sustain continuous improvements; instead it will draw on the envelope of existing financial resources.

[3] United Nations Evaluation Group professional peer review; Joint Inspection Unit analysis of the evaluation function in the United Nations system; and the Multilateral Organisation Performance Assessment Network assessment of UN-Women.

IV. Proposed integrated budget for 2016-2017

A. Basis for budget formulation

1. Historic focus and priorities

40. The proposed budget is guided by the priorities set out in the approved strategic plan for 2014-2017 and the provisions of Executive Board decision 2013/2 on an integrated budget and cost recovery. UN-Women maintains the prudent approach to effecting growth that it has taken since its inception. For background information, the focus of previous budgets is summarized below

41. While an interim budget of $51.5 million was approved for 2011, the institutional budget for 2012-2013 was the first budget that could be considered as a baseline for the Entity. The Executive Board approved $140.8 million (gross), with a focus on (a) the gradual strengthening and expansion of the presence of UN-Women in the field, including by putting in place, in line with the field capacity assessment, the minimum capacity (between three and five staff funded from the institutional budget) in 21 countries and strengthening an additional 17 country offices; and (b) launching the regional architecture.

42. During the biennium, and in order to implement the regional architecture, UN-Women proposed a revision increasing the budget to $147.9 million (gross), with the addition of 39 new posts, mainly at the country and regional levels. The proposed structure of the regional architecture, including six regional offices, six multi-country offices, 47 country offices and a programme presence in 30 countries, is now fully implemented.

43. The integrated budget for 2014-2015, amounting to $176.9 million, added five posts to the total already approved within the regional architecture, since its focus was on fully implementing the regional architecture while targeting strategic areas such as resource mobilization, normative and operational intergovernmental processes and accountability and effectiveness.

2. Current budget

44. The 2016-2017 integrated budget proposes a gross appropriation of $196.4 million, representing an increase of $19.5 million, or 11.1 per cent, in relation to the 2014-2015 budget (see table 3 below). The increase is mainly attributable to: (a) non-discretionary increases relating to inflation and staff costs (2 per cent, or $3.4 million); (b) a decrease in the vacancy rate (1.6 per cent, or $2.8 million); (c) funding shifts from core programmable to institutional budget resources, including evaluation office costs (3.9 per cent, or $6.9 million); and (d) investing in the organization (3.6 per cent, or $6.4 million).

45. While all of the above categories contribute to the proposed volume increase, the actual real growth against voluntary contributions is essentially for the activities that fall under the category of investing in the organization, i.e., 3.6 per cent, for a total of only $6.4 million. Activities under this category are those that UN-Women does not currently have in place to successfully deliver on its mandate.

46. The total increase translates to an additional 31 new institutional budget posts required to ensure that UN-Women can move forward with at the very least a minimum structure in nearly all its approved field offices and that the posts are

aligned to the cost classification categories. Of the 31 posts, 19 are driven by field requirements, six are driven by Headquarters-based requirements in support of critical organizational capacities to enhance support to and coordination with the field, and six are driven by the Board's request to provide a minimum capacity for the evaluation function. Specific justifications for the post increases are given in section IV.E below.

47. The 19 field office posts are in support of the field structures for nine field offices: (a) two new field offices in Somalia and Indonesia; (b) three field offices (Sudan, Burundi and Sierra Leone) that have been operating without any institutional budget resources; and (c) four field offices that do not have a deputy post (Bangladesh, Egypt, Kenya and Mali). While the overall proposal is to increase the number of institutional budget posts, seven of the 19 proposed posts are already currently funded from core programmable resources; the proposal to shift the funding of these posts to the correct funding source is aligned with the cost classification categories. This shift would free up core programmable resources to fund programmatic activities.

48. Similarly, the six evaluation posts are also currently funded from core programmable resources; it is proposed to shift the funding of these posts to the institutional budget, which would free up additional core programmable resources.

49. Effectively, as the proposal is to shift 13 posts (7 field and 6 evaluation) from core programmable to institutional budget resources, only 18 posts would be considered new for the organization.

50. Mindful of the importance of improving its operational efficiency and effectiveness, UN-Women is not proposing any significant growth in its non-staff costs other than the minimum required to operate a basic field structure and to support the evaluation function. Furthermore, 75 per cent of the non-staff increases are also shifts from core programmable resources. See table 3 below for details.

51. Even with these increases requested by the Executive Board, UN-Women is projected to reduce its management ratio to 13 per cent.

3. Cost classification and cost recovery

52. UN-Women utilizes a shared cost classification structure adopted by UNDP, UNICEF and UNFPA. This allocates funds to (a) development activities (split between programme and development effectiveness); (b) United Nations development coordination; (c) management activities; and (d) special-purpose activities. The integrated budget is consistent with this classification and UN-Women is continuously reviewing its cost categories to ensure that expenses are allocated to the correct area. During the current biennium this review has enabled all new posts to be correctly aligned and existing ones to be transitioned to the correct classification when appropriate.

53. The cost recovery rate of 8 per cent included in the draft integrated budget for 2016-2017 remains in line with Executive Board decision 2013/2 on cost recovery. This rate has been in effect since 1 January 2014. Consistent with previous bienniums, UN-Women takes a prudent approach with respect to the amounts included in the integrated budget, being around 75 per cent of the full recovery projected. It will report on the actual cost recovery rate being achieved during the 2016 midterm review.

4. Regular budget

54. In accordance with General Assembly resolution 64/289 (para. 75), the resources required to service the normative intergovernmental processes should be funded from the regular budget and approved by the Assembly; the resources required to service the operational intergovernmental processes and operational activities at all levels shall be funded from voluntary contributions and approved by the Executive Board. For the biennium 2016-2017, the Secretary-General proposed a programme budget of $15.3 million for UN-Women (see A/68/6 (Sect. 17)), including for a total of 45 posts, the same as for the previous biennium.

55. In paragraph 13 of its decision 2011/1, the Executive Board requested that the institutional budget for 2012-2013 reflect the analysis conducted pursuant to section VI, paragraphs 8 and 9, of General Assembly resolution 65/259.

56. While the regular budget has not increased since the establishment of UN-Women, it serves intergovernmental mandates that have expanded significantly since the Entity started its operations. The regular budget is a very small proportion, at only 1.7 per cent, of the total resources projected for the organization for 2016-2017.

5. Allocation of regular resources to programme activities

57. UN-Women allocates the entire balance of its regular resources after utilization by the institutional budget to programme activities. This allocation is based on the methodology that was used by the United Nations Development Fund for Women.

58. The current methodology for allocating regular resources for regional and thematic distribution is based on a straightforward percentage point, assigned for each programming category. Further distribution within the category is then based on programmatic needs and priorities. UN-Women continues to assess this methodology for relevance.

B. Integrated resource plan

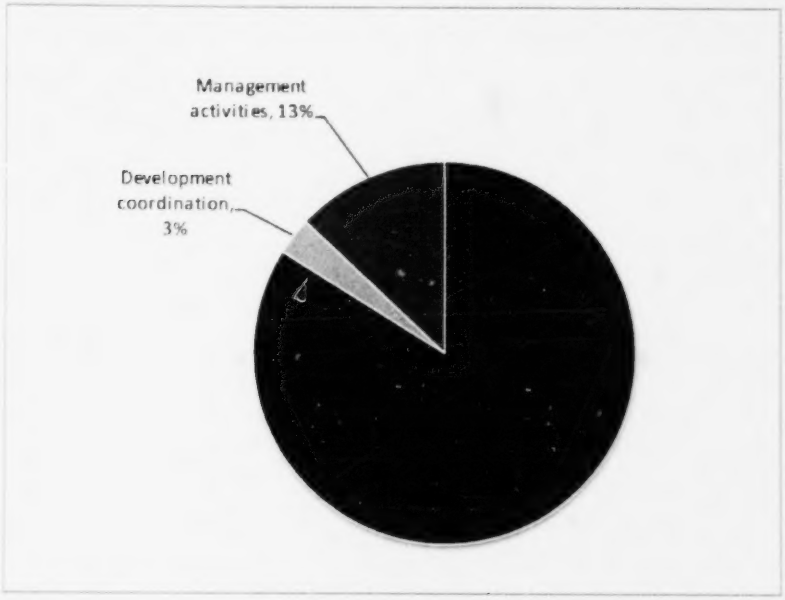
59. Table 1 shows the integrated resource plan for 2016-2017 for all cost categories, including for regular resources and for other resources (annex I compares the integrated resource plan for 2016-2017 against the actual and estimated figures for 2014-2015).

Table 1
Financial framework
(Millions of United States dollars)

	2014-2015 budget						2016-2017 estimates					
			Other resources						Other resources			
	Regular resources	Percentage	Programme	Cost recovery	Total	Percentage	Regular resources	Percentage	Programme	Cost recovery	Total	Percentage
1. Resources available												
Opening balance	52.5	13	153.8	29.3	235.6	25.5	112.3	22.8	265.3	19.1	396.6	31.0
Income												
Contributions	340.0	87	324.1	25.9	690.0	74.5	380.0	77.0	463.2	36.8	880.0	68.8
Other income and reimbursements	–	0	–	–	–	0.0	1.0	0.2	2.0	–	3.0	0.2
Total available	**392.5**	**100**	**477.9**	**55.2**	**925.6**	**100.0**	**493.3**	**100.0**	**730.5**	**55.9**	**1 279.6**	**100.0**
2. Use of resources												
A. Development activities												
A.1 Programme	185.1	–	330.0	–	515.1	–	210.6	–	473.0	–	683.6	–
A.2 Development effectiveness	45.5	–	–	5.3	50.8	–	50.0	–	–	4.4	54.4	–
Subtotal (development activities)	**230.6**	**68**	**330.0**	**5.3**	**565.9**	**81.8**	**260.6**	**69**	**473.0**	**4.4**	**737.9**	**83.9**
B. United Nations development coordination	27.3	8	–	–	27.3	3.9	27.6	7	–	–	27.6	3.1
C. Management activities												
C.1 Recurring	82.1	–	–	14.7	98.8	–	85.3	22.5	–	22.6	108.0	–
C.2 Non-recurring	–	–	–	–	–	–	–	–	–	–	–	–
C.3 Evaluation	–	–	–	–	–	–	6.4	1.7	–	–	6.4	–
Subtotal (management activities)	**82.1**	**24**	**–**	**14.7**	**98.8**	**14.3**	**91.8**	**24.2**	**–**	**22.6**	**114.4**	**13.0**
D. Special purpose activities												
D.1 Capital investments	–	–	–	–	–	–	–	–	–	–	–	–
D.2 Other activities	–	–	–	–	–	–	–	–	–	–	–	–
Subtotal (special purpose activities)	**–**	**0**	**–**	**–**	**–**	**0.0**	**–**	**0.0**	**–**	**–**	**–**	**0.0**
Total institutional budget (A.2+B+C+D)	**154.9**	**46**	**–**	**20.0**	**176.9**	**25.6**	**169.4**	**100**	**–**	**27.0**	**196.4**	**22.3**
Total use of resources (A+B+C+D)	**340.0**	**100**	**330.0**	**20.0**	**692.0**	**100.0**	**380.0**	**100.0**	**473.0**	**27.0**	**880.0**	**100.0**
Balance of resources (1-2)	**52.5**	**–**	**147.9**	**35.2**	**233.6**	**–**	**113.3**	**–**	**257.5**	**28.9**	**399.6**	**–**

60. Figure II illustrates the proportion of resources that are devoted to development activities, management activities and United Nations development coordination activities. UN-Women remains committed to focusing on its development activities while ensuring that it has in place the operational support needed to optimize its programmatic work. It has increased its projected development spending from 82 per cent of its resources to 84 per cent and is projected to decrease the share of management activities from 14 per cent to 13 per cent.

Figure II
Use of resources, 2016-2017



C. Integrated results and resources framework

61. Table 2 presents the integrated results and resources framework for 2016-2017. The proposed integrated budget supports the achievement of the six development outcomes and the four output clusters of organizational effectiveness and efficiency results set out in the strategic plan for 2014-2017: (a) to drive more effective and efficient United Nations system coordination and strategic partnerships and to act as a knowledge hub on gender equality and women's empowerment; (b) to develop a strong learning culture founded on results-based management, reporting, knowledge management and evaluation; (c) to enhance organizational effectiveness with robust capacity at the country, regional and corporate levels; and (d) to mobilize and leverage significantly greater resources for gender equality and women's empowerment. This format remains consistent with the presentation of the 2014-2015 integrated budget. For each cost classification category, linkages are made between organizational outputs, performance indicators and targets, functional clusters and proposed resource requirements. The outputs, the indicators of performance and the baselines and targets in the table are drawn from the strategic plan for 2014-2017.

Table 2

Integrated results and resources framework 2016-2017

(In millions of United States dollars)

Outcome output development results framework	*Key performance indicator*	*Latest data (baseline)*	*Target 2017*	*Functional cluster*	*Regular resources*	*Other resources*	*Cost recovery*	*Total*
Women lead and participate in decision-making at all levels	–	–	–	–	46.3	104.1	–	150.4
Women, especially the most excluded, are economically empowered and benefit from development	–	–	–	–	46.3	104.1	–	150.4
Women and girls live a life free from violence	–	–	–	–	48.4	108.8	–	157.2
Peace and security and humanitarian action are shaped by women and men's equal leadership and participation	–	–	–	–	35.8	80.4	–	116.2
Governance and national planning fully reflect accountability for gender equality commitments and priorities	–	–	–	–	27.4	61.5	–	88.9
A comprehensive set of global norms, policies and standards on gender equality and women's empowerment is in place that is dynamic, responds to new and emerging issues, challenges and opportunities and is applied through action by Governments and other stakeholders at all levels	–	–	–	–	6.3	14.2	–	20.5
Total	–	–	–	–	**210.6**	**473.0**	–	**683.6**

Outcome output — Organizational effectiveness and efficiency	*Key performance indicator*	*Latest data (baseline)[a]*	*Target for 2017[b]*	*Functional cluster*	*Regular resources*	*Other resources*	*Cost recovery*	*Total*
I. More effective and efficient United Nations system coordination and strategic partnerships on gender equality and women's empowerment								
1.1 UN-Women effectively leads, coordinates and promotes accountability for the implementation of gender equality commitments across the United Nations system	Percentage of remedial plans submitted by United Nations entities under the United Nations System-wide Action Plan on Gender Equality and the Empowerment of Women reviewed with UN-Women	100%	100%	United Nations coherence and cluster coordination	–	–	–	–
	Number of agencies that track and report on allocations and expenditure using gender markers validated by a quality assurance process (measured by United Nations System-wide Action Plan on Gender Equality and the Empowerment of Women) [quadrennial comprehensive policy review]	3 United Nations agencies are currently reporting using the gender marker	15 United Nations agencies by 2017	–	–	–	–	–
	Number of United Nations country teams that implement performance indicators on gender equality (gender scorecards or similar accountability tools to track the commitments and performance of the United Nations Development Assistance Framework or United Nations strategic frameworks in country)	25 United Nations country teams	47	–	2.9	–	–	2.9
	Percentage of United Nations Development Assistance Frameworks and common country programmes finalized with measurable and dedicated results and resources for gender equality [quadrennial comprehensive policy review]	40% of United Nations Development Assistance Frameworks finalized between 2011 and 2012 have strong outcome levels results on gender equality	60% of approved United Nations Development Assistance Frameworks and common country programme documents approved	–	3.5	–	–	3.5

Outcome output Organizational effectiveness and efficiency	*Key performance indicator*	*Latest data (baseline)[a]*	*Target for 2017[b]*	*Functional cluster*	*Regular resources*	*Other resources*	*Cost recovery*	*Total*
1.2 Effective partnerships between UN-Women and major stakeholders, including civil society, private sector, regional and international organizations	Number of civil society advisory groups set up	30 civil society advisory groups in place	51 civil society advisory groups established and functioning	Corporate external relations and partnership	21.1	–	–	21.1
	Number of private sector partnerships set up	12 private sector partnerships at a corporate level in 2014	12 private sector partnerships at a corporate level	–	3.4	–	–	3.4
Total					**31.0**	**–**	**–**	**31.0**
2. Institutionalized strong culture of results-based management, reporting, knowledge management and evaluation								
2.1 UN-Women practices results-based management	Percentage of country/multi-country programmes showing a clear results chain from the United Nations Development Assistance Framework and showing use of common United Nations Development Group results-based management principles [quadrennial comprehensive policy review]	100%	100%	Programme planning, technical programme guidance and support	11.2	–	4.4	15.5
	Availability of baselines and targets for all strategic plan indicators at corporate, regional and country levels [quadrennial comprehensive policy review]	About 95% of the indicators of the strategic plan (14-17) development results framework and management results framework have baselines and targets	100% by the end of 2017	Field/country offices oversight, management and operations support	16.8	–	–	16.8
	Percentage of programme funds dedicated to strengthening national capacities [quadrennial comprehensive policy review]	39%	40%	–	–	–	–	–
2.2 UN-Women is a recognized hub of knowledge on achieving gender equality	Number of citations of UN-Women's flagship products (*Progress of the*	Baseline: *Progress of the World's Women*: 468; *World Survey*: 373	2013-2014 *Progress of the World's*	Policy advocacy and knowledge management	15.5	–	–	15.5

Outcome output — Organizational effectiveness and efficiency	*Key performance indicator*	*Latest data (baseline)*[a]	*Target for 2017*[a,b]	*Functional cluster*	*Regular resources*	*Other resources*	*Cost recovery*	*Total*
and women's empowerment around the world	*World's Women* and *World Survey on the Role of Women in Development*)		*Women*: 146 (23.8% increase); *World Survey*: 39 (9.5% increase)					
	Number of unique visits to virtual platforms[c]	Baseline 1,290,000	1,495,000	–	–	–	–	–
	Number of United Nations agencies using training programmes developed by UN-Women	48	53	–	–	–	–	–
	Number of countries supported by UN-Women to engage in knowledge exchange (including through South-South or triangular cooperation) [quadrennial comprehensive policy review]	58	78	–	–	–	–	–
2.3 A clear evidence base generated from high-quality evaluations of strategic plan implementation for learning, decision-making and accountability	Rate of management responses to agreed recommendations	86% management response completion rate in 2012	100% of evaluations completed have a management response within 6 weeks	Corporate oversight and assurance	5.8	–	0.7	6.4
	Percentage of programme budget earmarked for evaluation	2.2% (2014)	3%	–	–	–	–	–
	Number of strategic plan-relevant decentralized evaluations completed each year	21 (2014)	30 decentralized evaluations completed annually	–	–	–	–	–
	Number of strategic plan-relevant corporate evaluations completed each year	1 (2014)	2 corporate evaluations completed annually	–	–	–	–	–
Total	–	–	–	–	**49.3**	–	**5.0**	**54.3**

Outcome output — Organizational effectiveness and efficiency	*Key performance indicator*	*Latest data (baseline)[a]*	*Target for 2017[b]*	*Functional cluster*	*Regular resources*	*Other resources*	*Cost recovery*	*Total*
3. Enhanced organizational effectiveness, with a focus on robust capacity and efficiency at country and regional levels								
3.1 Effective leadership and direction to advance the mandate and mission of UN-Women	Percentage of strategic plan outputs and outcomes on track [quadrennial comprehensive policy review]	79% of 2012-13 development results framework outcome indicators were on track at the end of 2012 58% of management results framework indicators were on track at the end of 2012	80%	Leadership and corporate directions	5.0	–	1.3	6.4
3.2 UN-Women staff have the capacity and accountability for delivering results in gender equality and women's empowerment	Rates of programme expenditure (core and non-core)	85% core 86% non-core	Delivery at a minimum of 75% against benchmark (on accrual basis and excluding advances)	Corporate human resources management	6.2	–	1.3	7.5
3.3 UN-Women promotes a culture of risk management, accountability, harmonization of business practices and transparency in its operations	Percentage of UN-Women offices that are assessed to be high-risk that are subject to either internal or external audit[d]	100%	100%	Corporate financial, information systems and telecommunications and administrative management	10.9	–	0.5	11.4
	Percentage of implementation of internal audit recommendations by target completion dates	75%	90%	Global staff and premises security	–	–	–	–
	Percentage of implementation of external audit recommendations by target completion dates	75%	100%	–	–	–	–	–
	Percentage of compliance of all UN-Women operations with United Nations security management system[e]	90% compliance 2015	100% compliance 2017	–	–	–	–	–
	UN-Women publishes its programme data with the International Aid Transparency Initiative ("IATI")	Phase 2 and 3 completed	Completion of all phases and routine reporting of programme information to donors on IATI	–	–	–	–	–

Outcome output — Organizational effectiveness and efficiency	*Key performance indicator*	*Latest data (baseline)[a]*	*Target for 2017[b]*	*Functional cluster*	*Regular resources*	*Other resources*	*Cost recovery*	*Total*
	Adoption of simplified and harmonized internal programming process for UN-Women country offices [quadrennial comprehensive policy review]	System of strategic notes and annual workplans adopted as interim measure. Policy and operations manual revisions and phase one of results management system completed	By the end of 2016, streamlined programme processes and results management system have been completed	–	–	–	–	–
	Percentage of UN-Women country offices that adopt common services on procurement, human resources and information technology [quadrennial comprehensive policy review]	100%	100%	–	–	–	–	–
Total	–	–	–	–	**22.1**	–	**3.1**	**25.2**
4. To leverage and manage resources								
4.1 Improved stewardship of resources through budget, financial, human resources and information technology management	Percentage of UN-Women donor reports meeting quality standards	84% (2014)	80%	Management of operations and field offices, including corporate financial, information systems and telecom and administrative management	61.1	–	13.7	74.8
	Average turnover time for the identification of qualified candidates and complete recruitment	15 weeks	15 weeks		–	–	–	–
	Percentage availability and uptime of corporate information and communications technology systems	99%	99%		–	–	–	–
	Percentage of total core expenditures directed to programme expenditure vs. non-core expenditure [quadrennial comprehensive policy review]	35% and 55%, respectively	To be confirmed	Field office oversight, management and operations support	–	–	–	–
4.2 Resource base is expanded and diversified to meet the demand for UN-Women catalytic and technical support and strategic grant-making	Amount of total regular resources raised	$163.6 million in 2014	$200 million (2017)	Corporate external relations and partnerships, communications and resources mobilization	3.3	–	3.0	6.3

Outcome output Organizational effectiveness and efficiency	*Key performance indicator*	*Latest data (baseline)[a]*	*Target for 2017[b]*	*Functional cluster*	*Regular resources*	*Other resources*	*Cost recovery*	*Total*
	Amount of other resources raised	$159.1 million in 2014	$250 million (biennium 2016-2017)		–	–	–	–
	Number of Member States that contribute to UN-Women core resources	At the end of 2014, 143 Member States contribute to UN-Women	A minimum of 120 government donors secured and maintained, 20% of which is multi-year format		–	–	–	–
4.3 UN-Women communications capacity and systems provide a foundation for effective advocacy of gender equality and the empowerment of women	Percentage increase of global media coverage of UN-Women, its priorities and programmatic work	14,000 unique news reports in leading news media 2014	15% increase	Corporate external relations and partnerships, communications and resources mobilization	2.7	–	2.1	4.8
	Percentage increase in the number of unique visitors to UN-Women and Womenwatch websites	3 million in 2014	10% increase		–	–	–	–
	Percentage increase in the number of followers on UN-Women managed social media networks around the issue of gender equality and women's empowerment	1.9 million 2014	75% increase		–	–	–	–
Total	–	–	–		**67.1**	**–**	**18.8**	**86.0**
Total, Organizational effectiveness and efficiency	–	–	–		**169.5**	**–**	**27.0**	**196.4**
Grand total	–	–	–		**380.1**	**473.0**	**27.0**	**880.0**

[a] Baselines are of end of 2014 unless otherwise indicated.

[b] Targets and baselines will be reviewed and updated during the midterm review of the strategic plan for the period 2016-2017.

[c] UN-Women's virtual platforms include the knowledge gateway for women's economic empowerment, the UN-Women eLearning campus, training for gender equality community of practice, the UN-Women roster of experts and trainers, the gender equality and HIV/AIDS web portal, the gender responsive budgeting website (iknowpolitics.org).

[d] 12.5 per cent of UN-Women offices are assessed to be high-risk and are all subject to either internal or external audit. Both internal and external audit conduct risk-based audit. The selection of locations to be audited is based on risk assessment. In 2014 both internal and external audit selected 7 locations (including Headquarters) out of the 56 UN-Women locations.

[e] UN-Women has raised the bar and now includes more factors in measuring compliance with the United Nations security management system. As a result, fewer offices are in compliance with the new criteria.

1. Allocation of resources to development outcomes

62. A review of expenditures in 2014 showed that: (a) 15 per cent of programme funds were spent on women's voice, participation and leadership; (b) 20 per cent of programme funds were spent on women's economic empowerment; (c) 25 per cent of programme funds were spent on ending violence against women; (d) 16 per cent of programme funds were spent on work on women and peace and security; (e) 10 per cent of programme funds were spent on governance and national planning for gender equality commitments and priorities; and (f) 5 per cent[4] of programme funds were spent on promoting global norms, policies and standards on gender equality and women's empowerment. (Some 9 per cent of programme funds were coded as "cross-thematic", meaning that they were spread across a number of priority areas.)

63. These expenditures represent the level at which UN-Women met national demand within available resources. National demand exceeds resources available and is likely to increase now that the Entity has fully implemented the regional architecture. Keeping this in mind, the previous allocation provides a primary basis by which UN-Women will determine indicative allocations between the impact areas of the strategic plan's development results.

64. The allocations are maintained as follows:

(a) Women lead and participate in decision-making at all levels — 22 per cent;

(b) Women, especially the poorest and most excluded, are economically empowered and benefit from development — 22 per cent;

(c) Women and girls live a life free from violence — 23 per cent;

(d) Peace and security and humanitarian action are shaped by women's leadership and participation — 17 per cent;

(e) Governance and national planning fully reflect accountability for gender equality commitments and priorities — 13 per cent.

2. Allocation of resources to organizational efficiency and effectiveness

65. In terms of organizational effectiveness and efficiency outputs, resources are allocated in line with the harmonized methodology approved by the Executive Board. Accordingly, funds are allocated to (a) development activities, shared between development effectiveness and programmes; (b) United Nations development coordination; (c) management; and (d) special-purpose activities. The total requested gross appropriation of $196.4 million relates to these cost classifications.

66. The costing of organizational effectiveness and efficiency is done through functional clusters, which are groupings of organizational units that carry out activities in order to deliver intended outputs. As functional clusters group together a number of organizational units that deliver certain outputs, they constitute the conceptual link between results and resources in the Executive Board-approved results-based budgeting framework.

[4] This percentage does not fully capture the work at the field level that supports the national implementation of, and contribution to, global norms and standards.

67. UN-Women is currently developing an improved results-based management module which will allow for better budgeting at an activity level as well as more accurate tracking of results obtained from activities.

D. Summary of increases and decreases in the integrated budget

68. Table 3 shows the distribution of the proposed increase in the organizational efficiency and effectiveness (institutional budget) section of the integrated budget among cost categories. The main increases are driven by the implementation of the previously approved minimal structure within the organization in some offices where no institutional budget has been available at all, thus aligning costs to the correct cost classification category and funding source.

Table 3
Summary of increases and decreases
(Millions of United States dollars)

		Total	*Increase (decrease) percentage*
I	2014-2015 institutional budget		
	Institutional budget from voluntary resources	176.9	–
	Total	**176.9**	–
II	Cost increases and decreases (non-discretionary)		
	1. Inflation and staff costs (staff and non-staff)	3.4	2.0
	2. Reimbursement to the United Nations resident coordinator system/ Joint Inspection Unit (non-staff)	0.3	0.2
	3. UNDP reimbursement services (non-staff)	0.9	0.5
	4. Rent increases	0.3	0.2
	5. Direct project costs — audit (non-staff)	(0.9)	(0.5)
	6. Direct project costs — security (non-staff)	(0.6)	(0.3)
	Net total increases due to cost and non-discretionary costs	**3.4**	**2.0**
III	Investing in the organization (volume increases)		
	1. Strengthening operational effectiveness and efficiency in procurement and legal support (staff)	0.6	0.3
	2. Strengthening capacity for intergovernmental support, resource mobilization and civil society (staff)	1.4	0.8
	3. Strengthening United Nations coordination gender mainstreaming (staff)	0.6	0.3
	4. Regional architecture new offices: Somalia, Indonesia (staff)	1.4	0.8
	5. Regional architecture: Burundi, Sudan, Mali, Bangladesh, Egypt (staff)	1.7	1.0
	6. Base operating budget for field offices under 4 and 5 above (non-staff)	0.7	0.4
	Total increases due to volume	**6.4**	**3.6**

		Total	*Increase (decrease) percentage*
IV.	Funding shifts from core programme to institutional budget		
	1. Regional architecture: Sudan, Burundi, Sierra Leone, Kenya (staff)	2.3	1.3
	2. Regional architecture: Sudan, Burundi, Sierra Leone, Kenya (non-staff)	0.6	0.3
	3. Strengthening evaluation function (staff)	2.6	1.4
	4. Strengthening evaluation function (non-staff)	1.5	0.8
	Total increases due to funding shifts	**6.9**	**3.9**
	Grand total increases	**16.8**	**9.5**
V.	Budgetary discipline		
	Vacancy rate (staff)	2.8	1.6
	Total other decreases	**2.8**	**1.6**
VI.	Net increase/(decrease)	19.5	11.1
VII.	2016-2017 institutional budget estimates	196.4	
VIII.	Estimated income under institutional budget	(27.0)	
IX.	2016-2017 net budget estimates	169.4	

1. Staff costs

69. Staff costs increase by a net total of $13.9 million, from $125.8 million in the approved institutional budget for 2014-2015 to $139.7 million:

Non-discretionary

(a) Staff salaries are aligned to the rates for location and grade approved by the International Civil Service Commission, which means that there is little flexibility for reducing the impact of salary increases. From 2014-2015 to 2016-2017, the actual increase, coupled with a generic inflationary rise of 2 per cent across the Entity, results in a total increase in costs of $3.4 million for the proposed 462 posts;

Discretionary

(b) The remaining balance of $10.5 million represents real salary growth driven by the requested increase of 31 posts, as detailed in table 3 above;

(c) There has been a small decrease in the vacancy rate used within the budget from 7 per cent to 5 per cent as UN-Women gets closer to maturity. The vacancy rate has decreased over the current biennium and it is deemed prudent to assume that the organization will run at a relatively higher rate of post occupancy. This has increased the amount included for staff costs by $2.8 million.

2. Non-staff costs

70. The only increase for the non-staff category is for a total of $2.8 million and inflation. Of this amount, $1.3 million relates to the proposed five field offices

indicated above and $1.5 million relates to the evaluation function. Of the $2.8 million, $2.1 million, or 75 per cent, represents a shift from core programmable to institutional budget resources.

71. Within Headquarters, non-staff costs have been held at the same level as 2014-2015, contributing to the improvement in the management ratio compared to the previous biennium.

72. UN-Women is expected to pay an extra $0.3 million over the biennium with regard to United Nations resident coordinator and Joint Inspection Unit costs. In addition, an extra $0.9 million over the biennium is projected to be required for UNDP-related recharges. These are primarily charges related to payroll processing which are based on the number of staff within the organization.

73. UN-Women is also expecting to pay a rent increase of $0.3 million for the biennium.

74. Increases mentioned in the above paragraphs have been offset by direct charging of, in particular, security and localized audit costs to projects. This charging is in line with the inter-agency harmonized cost recovery framework and the expected cost recovery policy of UN-Women and ensures that costs are correctly attributed across funding sources, whether regular or other.

E. Summary of post changes

75. The introduction of 31 new posts is the main driver behind the real growth of the budget. The justification and rationale behind these requests is presented below.

1. Field offices

76. The following proposals aim to strengthen the presence of UN-Women at the country level:

(a) Burundi, Sierra Leone and Sudan: UN-Women proposes to establish three institutional budget posts (1 P-5, 1 National Professional Officer, 1 G-6) in each of these offices, as there are currently no posts funded under the institutional budget. This is in line with the field capacity assessment prescribing a minimum capacity of three to five staff funded from the institutional budget. Of these nine posts, six are funded by the core programmable funds and the proposal is to shift these to the institutional budget;

(b) Indonesia and Somalia: Three institutional budget positions (1 P-5, 1 National Professional Officer, 1 G-6) are proposed for two newly approved offices;

(c) UN-Women proposes establishing posts for P-4 deputies in four offices in addition to those approved under the 2014-2015 institutional budget. On the basis of a review of the offices currently without deputies, taking into consideration needs, demands and growth potential, UN-Women proposes the establishment of deputy posts for the following offices:

(i) Bangladesh: This is a major recipient of official development assistance, with strong governmental and donor support for work on gender equality;

(ii) Egypt: Globally, this is the fastest growing office of UN-Women, but it experiences significant challenges with delivery and overall management that jeopardize both the office's growth and the standing of UN-Women with key partners;

(iii) Kenya: This is a country where UN-Women has a solid track record of resource mobilization, but considerable potential to grow further, including through major national, subregional and regional private sector partnerships. This post is currently funded from core programmable resources and the proposal is to shift it to the institutional budget;

(iv) Mali: This office has the potential to act as a "flagship" for the emerging portfolio of UN-Women on combating violent extremism.

2. Headquarters

77. The following proposals aim to strengthen the institutional capacities in the critical areas of coordination and gender mainstreaming, strategic partnerships and resource mobilization, civil society and legal and procurement support:

(a) Resource Mobilization Specialist: Private Sector — P-3 (new post):

(i) Securing innovative sources of funding, including private sector, regular and other resource funding, is an imperative for UN-Women. It is also a part of the enhanced resource mobilization strategy that the Executive Board invited UN-Women to develop in its decision 2013/6;

(ii) Currently UN-Women has minimal private resource mobilization capacity, and no resource mobilization capacity focused on earmarked private sector funding. The purpose of this post is to contribute to the implementation of the Entity's resource mobilization strategy and the realization of its non-core resource targets;

(iii) The specialist will also contribute to the work of UN-Women through the management of existing partnerships with the private sector, in particular focusing on the increasing potential of partnerships with members of the Private Sector Leadership Advisory Council;

(b) Partnerships and Policy Adviser — P-5 (new post):

(i) The purpose of this post is to further strengthen the work of UN-Women by advising and supporting the Deputy Executive Director for Intergovernmental Support and Strategic Partnerships on key strategic processes and outcomes, both internal and external;

(ii) As recommended by the latest evaluation by the Office of Internal Oversight Services of the Entity's normative work, the Adviser will contribute to reinforcing the linkages among the normative, policy, operational and coordination aspects of the Entity's work, including supporting the field in this regard. The Adviser will support, advise and liaise with key stakeholders, including Governments, the United Nations system, the private sector, civil society and foundations, in relation to normative, resource mobilization and advocacy perspectives;

(iii) The Adviser is also expected to contribute to follow-up and review work in relation to substantive working groups and processes, such as the post-2015

development agenda, financing for development, climate change, the Commission on the Status of Women and the follow-up to the 20-year review and appraisal of the Beijing Platform for Action;

(iv) The Adviser will liaise with permanent missions, United Nations agencies, civil society and private sector partners for effective engagement and coherence;

(c) Coordination Adviser: Gender Mainstreaming — P-5 (new post):

(i) Though gender mainstreaming is already a key aspect of the Entity's coordination work, continued deepening and strengthening of its capacity to lead, coordinate and promote capacity and accountability within the United Nations system is needed. The Adviser will have the primary responsibility of promoting gender mainstreaming in all policies and programmes within the United Nations system as well as enhancing the system's support to Member States in strengthening the implementation of commitments to gender equality and women's empowerment;

(ii) Moreover, the Adviser will provide strategic advice and support the Division's inter-agency and system-wide efforts to strengthen the work on gender equality and women's empowerment, particularly through gender mainstreaming;

(iii) In the follow-up to the 20-year review and appraisal of the Beijing Platform for Action and the post-2015 development agenda, the Adviser will provide substantive support for the participation of UN-Women in key inter-agency mechanisms to ensure that gender equality perspectives are featured prominently;

(iv) The Adviser will also represent UN-Women and participate in inter-agency working groups to ensure that gender equality is reflected in discussions and outcomes; contribute to capacity-building on gender mainstreaming in and outside of UN-Women through production of knowledge products; and identify key issues, opportunities and practical experiences for advancing gender equality and gender mainstreaming;

(d) Programme Specialist: Civil Society — P-4 (new post):

(i) The additional post is required in order to support civil society and women's organizations in the field and UN-Women field offices in this regard;

(ii) The Programme Specialist will develop and establish partnerships with existing and new civil society partners and stakeholders and support civil society advisory groups in the field;

(iii) The post will allow for the additional support necessary to develop advocacy strategies with new civil society constituencies;

(iv) Moreover the post will allow for enhanced support to the Commission on the Status of Women and other intergovernmental entities in their efforts to strengthen the civil society contribution to normative processes and their outcomes;

(e) Legal Specialist — P-3 (new post):

(i) UN-Women currently has only one Legal Specialist post at the P-4 level. An additional P-3 post is requested to support improved business continuity for legal capacity;

(ii) The Legal Specialist will provide increased legal support for the field and regional offices, including outreach and training; support for corporate and governance framework establishment and consolidation, including the creation of new governance bodies, policies, procedures and corporate templates; support for critical focus on accelerated resource mobilization, including private sector engagement; and support for the regularization of the UN-Women relationship with host-country Governments;

(iii) The Legal Specialist will deal with the increase in legal issues arising in the human resources sphere, including performance management, conduct, disciplinary, harassment and retaliation issues and applications to the United Nations Dispute Tribunal;

(iv) In addition, the Legal Specialist will deal with the increase in investigative activities by the UNDP Office of Audit and Investigations and the resulting increase in cases reported to management for action under the UN-Women legal framework;

(f) Procurement Associate (G-7):

(i) This request is a direct response to the observation of the internal auditors that there are major deficiencies in the procurement function, structure, capacity and governance arrangements and that UN-Women monitoring and oversight of decentralized procurement is insufficient;

(ii) The Procurement Associate will provide procurement oversight, in particular with regard to monitoring corporate procurement activities and checking procurement transactions and compliance with thresholds requiring submission to review committees;

(iii) This additional post will also help to address the risk management of the procurement function through systematic monitoring and oversight of the activities of the decentralized units both at Headquarters and in field-based offices;

(iv) This function will enhance the ability of UN-Women to meet programmatic objectives and deliver on its mandate.

3. Evaluation

78. Responding to the request of the Executive Board in its decision 2015/1 that UN-Women incorporate a separate budget line for evaluation activities to be considered by the Executive Board in the integrated budget for 2016-2017, with the aim of achieving the target of 3 per cent of the programme budget, UN-Women is gradually shifting the source of funding for evaluation from core programmable to institutional budget resources. In 2016-2017, six additional evaluation posts (3 P-3 and 3 P-4) previously funded by core programmable resources are proposed to be budgeted under the Institutional Budget as well as 50 per cent of the programme costs of the Independent Evaluation Office.

4. Post upgrades

79. UN-Women is also proposing that three posts be upgraded from the P-5 to the D-1 level:

(a) Chief of Communications and Advocacy — D1 (upgrade from P-5):

(i) The communications function has grown rapidly owing to the exponential increase in advocacy and outreach work and it has assumed strategic importance. The post is crucial in terms of ensuring high visibility, proper branding and strategic positioning of the organization in different types of media, as well as communicating and engaging at high levels with Member States, donors, the private sector and the public, and managing reputational risks;

(ii) Since its foundation, UN-Women has become the leading global champion and advocate for gender equality and women's empowerment. The Entity has grown significantly and engaged with new constituencies and audiences, especially through the implementation of high-profile advocacy efforts and large-scale media campaigns, such as HeForShe; Empowering Women, Empowering Humanity: Picture It!; Planet 50-50: Step it Up for Gender Equality by 2030; and UNiTE to End Violence against Women, as well as the intergenerational dialogue organized in the context of the fifty-ninth session of the Commission on the Status of Women;

(iii) In order to successfully spearhead and further enhance the advocacy efforts of UN-Women among partners at the global, regional and country levels, it is proposed that the post be elevated to the appropriate D-1 level, consistent with other entities in the United Nations system;

(b) Chief of Civil Society and Leadership — D-1 (upgrade from P-5):

(i) The unique and critical role of UN-Women in engaging civil society and building partnerships with women's organizations to achieve gender equality and women's empowerment has grown exponentially over the past four years. The Chief of Civil Society of UN-Women not only has the primary responsibility of engaging with the Entity's civil society partners in the context of the Commission on the Status of Women and other contexts, but also is the central focal point for the Global Civil Society Advisory Group and mechanisms at the global, regional and national levels and has the responsibility of strengthening the Entity's engagement with civil society at all levels, including efforts to address gender issues with broader civil society organizations concerned with development, environment and climate change and peace and security;

(ii) Civil society as a constituency is vast, complex and diverse, which requires the UN-Women Chief of Civil Society to have the necessary expertise, seniority and authority to meaningfully engage organizations at the highest levels and to represent the Entity's mandate to this diverse constituency through knowledge, programmatic and advocacy partnerships;

(c) Chief Of Policy, Research and Data — D-1 (upgrade from P-5):

(i) UN-Women is specially positioned to fill a critical gap by providing the research and data necessary to fulfil the Entity's global mandate on gender

equality. The Chief of Policy, Research and Data has wide-ranging responsibilities to provide the data that are the basis for the Entity's advocacy and policy work. Among these responsibilities are the research for and production of the Entity's two flagship reports, *Progress of the World's Women* and *World Survey on the Role of Women in Development*, the commissioning and publishing of cutting-edge policy-relevant research and leading the Entity's work on gender statistics;

(ii) The vision of UN-Women to be the global knowledge broker on gender equality and women's empowerment requires a high level of expertise and dedication. The Chief builds partnerships with United Nations agencies and a global network of leading researchers on gender equality and women's rights, which demands high-profile leadership and experience;

(iii) This upgrade would ensure consistency across the Division in providing high-level policy expertise essential to the mandate of UN-Women.

Table 4
Institutional budget posts, by location

	2014-2015 approved							*Net changes*						*2016-2017 proposed*						
	USG ASG	*D-2*	*D-1*	*Other Professional*	*All other*	*Total*	*Percentage of total*	*USG ASG*	*D-2*	*D-1*	*Other Professional*	*All other*	*Total*	*USG ASG*	*D-2*	*D-1*	*Other Professional*	*All other*	*Total*	*Percentage of total*
Field	0	0	10	165	111	286	66				14	5	19	0	0	10	179	116	305	67
Headquarters	1	4	8	81	51	145	34			3	8	1	12	1	4	11	89	52	157	33
Total	**1**	**4**	**18**	**246**	**162**	**431**	**100**			**3**	**22**	**6**	**31**	**1**	**4**	**21**	**268**	**168**	**462**	**100**

Abbreviations: USG, Under-Secretary-General; ASG, Assistant Secretary-General.

F. Elements of a decision

80. The Executive Board may wish to:

(a) Welcome the UN-Women integrated budget for 2016-2017, which presents a single, integrated budget that includes all budgetary categories, to complement the strategic plan for 2014-2017;

(b) Approve gross resources in the amount of $196.4 million to support organizational effectiveness and efficiency and note that these estimates include an amount of $27 million for cost recovery for other resources;

(c) Note that excess extrabudgetary income will be used to support management activities.

Annex I

Comparison of estimated forecast figures for 2014-2015 against the proposed budget for 2016-2017

A comparison of the estimated forecast figures for 2014-2015 against the proposed budget for 2016-2017 is contained in the table below.

Financial framework

(Millions of United States dollars)

	2014 actuals-2015 estimates						*2016-2017 budget*					
			Other resources						*Other resources*			
	Regular resources	*Percentage*	*Programme*	*Cost recovery*	*Total*	*Percentage*	*Regular resources*	*Percentage*	*Programme*	*Cost recovery*	*Total*	*Percentage*
1. Resources available												
Opening balance	83.2	19.5	202.3	13.2	298.7	29.5	112.3	22.8	265.3	19.1	396.6	31.0
Income												
Contributions	343.7	80.5	348.2	22.1	713.9	70.5	380.0	77.0	463.2	36.8	880.0	68.8
Other income and reimbursements	–	0.0	–	–	–	0.0	1.0		2.0		3.0	0.2
Total available	**426.9**	**100.0**	**550.5**	**35.3**	**1 012.7**	**100.0**	**493.3**		**730.5**	**55.9**	**1 279.6**	
2. Use of resources												
A. Development activities												
A.1 Programme	148.0		285.2	–	433.2		210.6		473.0		683.6	
A.2 Development effectiveness	47.3		–	1.9	49.2		50.0			4.4	54.4	
Subtotal, Development activities	**195.3**	**62.1**	**285.2**	**1.9**	**482.5**	**78.3**	**260.6**	**68.6**	**473.0**	**4.4**	**737.9**	**83.9**
B. United Nations development coordination	24.4	7.8	–	–	24.4	4.0	27.6	7.3			27.6	3.1
C. Management activities												
C.1 Recurring	94.8		–	14.3	109.1		85.3			22.6	108.0	
C.2 Non-recurring	–		–	–	–						–	
C.3 Evaluation	–		–	–			6.4				6.4	
Subtotal, Management activities	**94.8**	**30.1**	**–**	**14.3**	**109.1**	**17.7**	**91.8**	**24.2**	**–**	**22.6**	**114.4**	**13.0**

	2014 actuals-2015 estimates						2016-2017 budget					
			Other resources					Other resources				
	Regular resources	Percentage	Programme	Cost recovery	Total	Percentage	Regular resources	Percentage	Programme	Cost recovery	Total	Percentage
D. Special-purpose activities												
D.1 Capital investments	–		–	–								
D.2 Other activities			–	–	–							
Subtotal, Special-purpose activities	–	**0.0**	–	–	–	**0.0**	–	**0.0**	–	–	–	**0.0**
Total, Institutional budget (A.2+B+C+D)	**166.6**	**53.0**	–	**16.2**	**182.8**	**29.7**	**169.4**	**44.6**	–	**27.0**	**196.4**	**22.3**
Total use of resources (A+B+C+D)	**314.6**	**100.0**	**285.2**	**16.2**	**616.0**	**100.0**	**380.0**	**100.0**	**473.0**	**27.0**	**880.0**	**100.0**
Balance of resources (1-2)	**112.3**		**265.3**	**19.1**	**396.6**	**129.7**	**113.3**		**257.5**	**28.9**	**399.6**	

Annex II

Update on progress made in the implementation of the regional architecture

1. The implementation of the regional architecture has been completed in accordance with the indicators shared with the Executive Board in June 2013. All regional offices have been established and are functioning, in Panama, Senegal, Kenya, Turkey, Egypt and Thailand. Forty-seven country offices and six multi-country offices are fully operational with a full staff complement, except in cases where recruitment is ongoing to address the regular career movements of staff. As at 20 November 2014, there were 507 staff members in the field, up from 252 in May 2012.

2. As at February 2015, UN-Women had granted delegated authority to 55 field offices. This has significantly streamlined business processes and contributed to improved delivery rates. UN-Women delivered $130 million in country programmes in 2013 and approximately $150 million in 2014, an implementation rate of approximately 86 per cent overall.

3. An independent evaluation of the regional architecture will be undertaken in 2015-2016 and will inform any refinements in the structure and approaches of the architecture going forward. At this stage UN-Women believes the regional architecture to have been key in supporting dramatic increases in other resources raised at field level, a consistently high delivery rate for field programmes and enhanced delivery of results.

Annex III

Definitions

Appropriation. A specific amount approved by the Executive Board for the related period with respect to the organizational efficiency and effectiveness component of the integrated budget financed from regular resources.

Cost increase/decrease. Any increase or decrease in the cost of a resource input in a budget period compared with the previous budget period arising from changes in costs, prices and exchange rates.

Cost, non-discretionary. Cost of a resource input, or any increase thereof during the budget period, mandated by specific decisions legislated by the General Assembly and/or the Executive Board.

Development activities. Activities associated with programmes and development effectiveness activities essential for achieving development results.

Development effectiveness activities. Activities of a policy advisory, technical and implementation nature needed to achieve the objectives of programmes and projects in the areas of focus of the United Nations Development Programme (UNDP). While essential to the delivery of development results, they are not included in specific programme components or projects in country, regional or global programme documents.

Functional cluster. One or more discrete organizational units within a functional area that directly supports the management of the organization.

Institutional budget. The institutional (organizational efficiency and effectiveness) component of the integrated budget covering activities over a period based on a set of defined results from the strategic plan.

Management activities. Activities the primary function of which is the promotion of the identity, direction and well-being of an organization. They include executive direction, representation, external relations and partnerships, corporate communications, legal, oversight, audit, corporate evaluation, information technology, finance, administration, security and human resources.

Other resources. Resources of a voluntarily funded organization that are received for a specific programme purpose ("other resources relating to programmes") and for the provision of specific services to third parties ("other resources relating to reimbursements").

Regular budget. Portion of assessed contributions allocated to UN-Women through the United Nations programme budget, prepared by the Secretary-General and approved by the General Assembly.

Regular resources. Resources of a voluntarily funded organization that are comingled and untied. These include voluntary contributions, other governmental or intergovernmental payments, donations from non-governmental sources and related interest earnings and miscellaneous income.

Special-purpose activities. Activities and associated costs of capital investments and non-UNDP operations administered by UNDP.

United Nations development coordination activities. Activities and associated costs supporting the coordination of development activities of the United Nations system.

Volume increase/decrease. Any increase or decrease in resource requirements attributable to changes in the level or nature of activities carried out by an organization during the current budget period and those proposed for the subsequent budget period. Volume is expressed using the same cost factors applicable to approved appropriations, to permit direct comparison.

United Nations UNW/2015/10

Executive Board of the United Nations Entity for Gender Equality and the Empowerment of Women

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15 and 16 September 2015
Item 4 of the provisional agenda*
Structured dialogue on financing

Strategic brief on resource mobilization

Summary

The present strategic brief on resource mobilization is submitted pursuant to decision 2014/6 of the Executive Board of the United Nations Entity for Gender Equality and the Empowerment of Women (UN-Women) as part of its structured dialogue on the financing of the strategic plan, 2014-2017. The dialogue is to be held during the second regular session of 2015 in the context of General Assembly resolution 67/226 on the quadrennial comprehensive policy review of operational activities for development of the United Nations system.

In the brief, UN-Women highlights the resources necessary to fully implement the strategic plan and to achieve transformational results for women and girls worldwide. It outlines some of the risks of not achieving an adequate level of funding and the steps that it has taken to progressively reach that level by mobilizing both regular and other resources.

Key strategies detailed in the brief include increasing and sustaining core contributions from current government donors, emerging donors and the private sector; and strengthening and diversifying current sources of non-core resources, on the basis of UN-Women flagship programming initiatives and dedicated funding mechanisms.

The Executive Board may wish to take note of the present brief on resource mobilization as an element of the Entity's ongoing structured dialogue on the financing of its strategic plan and to encourage a continuing dialogue with Member States towards the development of an analysis on the predictability, flexibility and alignment of resources provided for the implementation of the strategic plan, including on funding gaps. Elements of a decision are included in section VII of the brief.

* UNW/2015/L.4.

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I. Background and context

1. The mandate for the structured dialogue on financing comes from the quadrennial comprehensive policy review of operational activities for development of the United Nations system in General Assembly resolution 67/226. In paragraph 46 of the resolution the General Assembly requested, in this regard, the executive boards of the funds and programmes and the governing bodies of the specialized agencies, as appropriate, to organize structured dialogues during 2014 on how to finance the development results agreed in the new strategic planning cycle of their respective entities, with a view to making non-core resources more predictable and less restricted/earmarked, broadening the donor base and improving the adequacy and predictability of resource flows.

2. To respond to this quadrennial comprehensive policy review mandate, the United Nations Entity for Gender Equality and the Empowerment of Women (UN-Women) convened the first informal consultation with the UN-Women Executive Board during its second regular session of 2014, on 15 September 2014. The Executive Board decided to engage, on an annual basis, during the second regular session of the Executive Board, in a structured dialogue on financing with Member States to monitor and follow up on the level of funding, in particular of regular resources, as well as predictability, flexibility and alignment of other resources provided for the implementation of the strategic plan, 2014-2017, including information on funding gaps (decision 2014/6).

3. At the same session, the Executive Board requested UN-Women, through a dialogue with the Executive Board, to continue to explore incentives, mechanisms and funding windows to broaden the donor base and to encourage donors to increase their core contributions as well as to shift to less earmarked non-core funding, and towards this end requested the Entity to present to the Board a strategic brief for resource mobilization for consideration at its second regular session of 2015 (decision 2014/6). In advance of the second regular session of 2015, UN-Women, held its second consultation during the first regular session of its Executive Board, on 9 February 2015.

4. The aim of the structured dialogue on financing is to achieve the critical mass of resources required for UN-Women to deliver its strategic plan, including the proportion of regular and other resources, in a manner such that regular resources do not subsidize other resources. The structured dialogue on financing provides an opportunity for UN-Women, in consultation with its contributing partners, to determine the most effective manner to address funding gaps. In preparation for such a dialogue, the present strategic brief provides an overview of the resource mobilization strategy of UN-Women, including:

(a) The complementarity between regular (core) and other (non-core) resources towards implementation of the UN-Women strategic plan;

(b) The programming approach of UN-Women to ensure the mobilization of high-quality other (non-core) resources on a full-cost-recovery basis;

(c) The strategies to strengthen the effectiveness and efficiency of the resource mobilization efforts of UN-Women, including the scaling-up of existing modalities and the introduction of new approaches.

The brief also highlights the risks if UN-Women is unable to secure the required resources to implement its strategic plan.

5. UN-Women conducts its resource mobilization efforts in a context characterized by growing attention, including in intergovernmental outcomes, to gender equality and women's empowerment and a recognition of their importance and of proper resourcing for the achievement of sustainable development, peace and security and human rights. For example, in the outcome document of the United Nations Conference on Sustainable Development donors were invited to integrate fully commitments and considerations on gender equality and women's empowerment in their decision-making and full programming cycle (para. 244).

6. Similarly, in paragraphs 1 and 6 of the recently adopted outcome document of the Third International Conference on Financing for Development, the Addis Ababa Action Agenda (General Assembly resolution 69/313), Member States reaffirmed their commitment to ensure gender equality and women's and girls' empowerment and reiterated the need for gender mainstreaming, including targeted actions and investments in the formulation and implementation of all financial, economic, environmental and social policies.

7. In the political declaration on the occasion of the twentieth anniversary of the Fourth World Conference on Women, adopted at its fifty-ninth session, the Commission on the Status of Women called for significantly increased investment to close resource gaps, including through the mobilization of financial resources from all sources, including domestic resource mobilization and allocation and increased priority on gender equality and the empowerment of women in official development assistance (see E/2015/27, chap. I, sect. C). The expectations of UN-Women for support and engagement have expanded significantly in the context of these intergovernmental processes.

8. It is also expected that the post-2015 development agenda will include a sustainable development goal on gender equality and women's empowerment, as well as gender-sensitive targets for other goals. It will be essential for UN-Women to be properly resourced in order to support Member States in the implementation of these commitments, in accordance with its mandate.

II. Critical mass of resources required by UN-Women

9. The critical mass of resources is the minimum level of resources that UN-Women needs in order to fully implement its strategic plan, 2014-2017, as endorsed by the UN-Women Executive Board. The Secretary-General in his comprehensive proposal for the composite entity for gender equality and the empowerment of women emphasized that "total funding requirements for the start-up phase" of UN-Women should be set at $500 million annually. Since its inception, UN-Women has been steadily increasing its resource mobilization towards meeting this annual target of $500 million, taking into account the global financial and economic context, the prior financial performance of the Entity and the projected contributions (see figure I).

10. For the biennium 2014-2015, projected total resources were set at $690 million, divided between regular and other resources at $340 million and $350 million respectively. In 2014, for the first time, UN-Women exceeded its

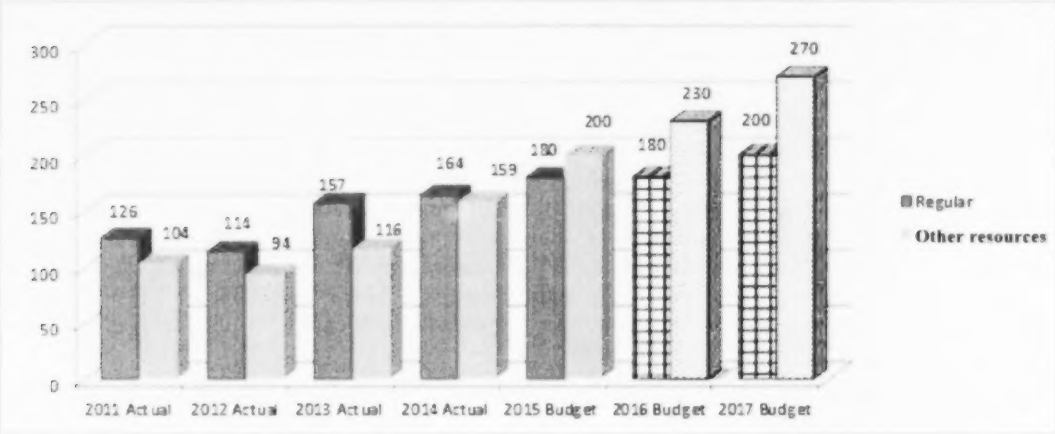
targets, with regular resources reaching $164 million ($160 million was the target) and other resources reaching $159 million ($150 million was the target). This represented significant growth of 17.5 per cent relative to 2013 ($157 million and $118 million respectively).

11. In recognition of the vital need for UN-Women to grow substantially in 2016-2017 and with the aim of reaching the $500 million annual level envisaged by the Secretary-General, UN-Women has set a target of $880 million for the biennium 2016-2017, comprising $380 million in regular resources and $500 million in other resources. These targets are included in the integrated budget to be presented to the Executive Board for its endorsement at its second regular session of 2015.

Figure I

Regular and other resources 2011-2017

(Millions of United States dollars)



12. Given the unique structure of UN-Women as a composite entity, its financing must ensure the proper resourcing of all its functions: normative support functions, United Nations system coordination and operational activities. Accordingly, UN-Women receives a small share of its overall resources via assessed contributions from the United Nations regular budget. For the biennium 2016-2017, this share totals $15.3 million, which is a relatively small amount to cover the wide range of activities related to servicing normative intergovernmental processes, as well as policy and coordination work.

13. The largest share of UN-Women resources comes from voluntary contributions. In line with the quadrennial comprehensive policy review, UN-Women puts a strong emphasis on the mobilization of core resources. Core resources represent the highest-quality funding and support the implementation of the full range of outcomes set in the strategic plan. They are also essential to ensure that UN-Women has the required institutional capacity to deliver high- impact programmes with transformational results and an adequate institutional structure to absorb greater funding. An adequate level of core resources is therefore essential to preserve the integrity of the strategic plan.

14. UN-Women utilizes core resources for two main purposes, namely:

- To finance foundational advocacy, coordination, advisory, policy development, and operational activities at country, regional and global levels.
- To enable UN-Women to leverage other resources to ensure full implementation of its strategic plan.

15. The main objective of non-core resources is to complement core resources towards achieving results in the strategic plan. In line with recommendations from the quadrennial comprehensive policy review, such resources should be predictable, timely and flexible to minimize transaction costs and the risks of strategic distortions.

III. Risk of not securing a critical mass of resources

16. Despite increasingly widespread recognition of the importance of achieving gender equality and women's empowerment, the high level of political commitment to the gender equality agenda and to UN-Women has not translated into a commensurate financial commitment.

17. The key risk of not securing the required resources is that UN-Women will be unable to maintain the integrity of its strategic plan and achieve transformative change in the lives of women and girls worldwide. In particular, the risk of not securing the critical mass of resources will:

(a) Limit the ability of UN-Women to support its normative work through norm-setting and evidence-based advocacy. A recent evaluation by the Office of Internal Oversight Services highlighted that insufficient resources have made supporting the implementation of norms and standards challenging (E/AC.51/2015/9);

(b) Limit the capacity of UN-Women to ground its normative and policy development efforts in programming experiences in different development contexts and undermine its capacity to act as a knowledge hub for gender equality and women's empowerment;

(c) Compromise the Entity's ability to fully implement operational activities and respond to the growing demand for support by Member States;

(d) Compromise the UN-Women technical and policy support work, notably with regard to regional technical advisory expertise, as planned in the regional architecture and approved by the Executive Board;

(e) Limit the Entity's capacity to develop strategic partnerships and provide substantive coordination for transformative change. UN-Women will be unable to complement the operational work of its partners, and gender equality and women's empowerment may remain unaddressed in critical areas, particularly in fragile States;

(f) Limit the capacity of UN-Women to engage on universal issues and respond to emerging challenges and opportunities from a gender equality perspective, including those pertaining to the sustainable development goals, climate change and disaster risk reduction;

(g) Limit the Entity's capacity to fully mainstream gender equality and women's empowerment in the work of the United Nations development system at all levels, including with resident coordinators and country teams.

18. To address this risk, the overarching goal of the UN-Women resource mobilization strategy is to secure a balanced and predictable level of required core and high-quality non-core resources from public and private financing sources in order to effectively implement the strategic plan. The goal of UN-Women is in line with the emphasis in the quadrennial comprehensive policy review on the need for both core and non-core resources to be more predictable and for non-core resources to be flexible, less earmarked and better aligned with the priorities of programme countries and the strategic plans and mandates of United Nations entities.

19. In order to achieve this goal, UN-Women will focus on three complementary approaches:

(a) Deepening, widening and sustaining core contributions from Member States;

(b) Expanding partnerships with the private sector;

(c) Strengthening and diversifying modalities for non-core funding, such as the Entity's upcoming flagship programming initiatives and dedicated financing mechanisms.

IV. Deepening, widening and sustaining the Entity's core contributions from Member States

Deepening core contributions

20. In order to strengthen its donor base and to secure multi-year commitments, UN-Women has actively pursued an increase in the number of the "double-digit donors", meaning donors that contribute $10 million and above to core resources. The messaging of double-digit donor has proved easy to articulate across the decision-making process by Governments and provides a simple and attainable objective for many donors that already contribute funding close to that level. UN-Women aims to reach 16 double-digit donors contributing an average of $15 million annually (see figure II).

Figure II

UN-Women desired donor formula for core resources

(United States dollars)

4 Donors * $20 million = $80 million

(2 achieved = Finland and United Kingdom)

6 Donors * $15 million = $90 million

(2 achieved = Norway and Switzerland)

6 donors * $10 million = $60 million

(2 achieved = Denmark and Sweden)

Remaining donors including private sector = $20 million

Total: $250 million

21. While in 2010 there were only two double-digit core donors (Norway and Spain), this number increased to four in 2011-2012, and then to seven in 2013 (Canada, Denmark, Finland, Norway, Sweden, Switzerland and the United Kingdom of Great Britain and Northern Ireland). This long-term strategy is dependent on the overall financial and economic environment, and the number of double-digit donors regressed to six in 2014, although two Member States contributed to core resources above the $20-million level (Finland and the United Kingdom). This points to the need for continuing the investment in efforts to deepen the donor base and ensure that current levels are sustained in order to prevent overdependence on a small number of donors. The annex lists the top Government donors to UN-Women in 2014.

22. A key challenge of the Entity's core resource mobilization efforts in respect of traditional donors is to reverse the trend of funding which emerges from the legacy of the very low level of contributions to the predecessor entities. This requires a set of interrelated strategies, including a better formulation of the expanded mandate of UN-Women and a better response to expectations from all its constituencies. It also requires better positioning of UN-Women in national decision-making processes and forums through sustained advocacy. Another important success factor resides in the clear description of the impact that UN-Women can make in the lives of women and girls, as well as the full leveraging of the Entity's coordination mandate with the United Nations system.

23. With this in mind, UN-Women has established liaison offices to provide direct outreach in capitals to Governments and help to establish close contact with government institutions and other decision makers, including parliamentarians, at various levels. The liaison offices also engage with other stakeholders, including civil society, the private sector and foundations. Establishing liaison offices has helped UN-Women to reach multiple donors in an efficient way, while strengthening substantive collaboration on a bilateral basis.

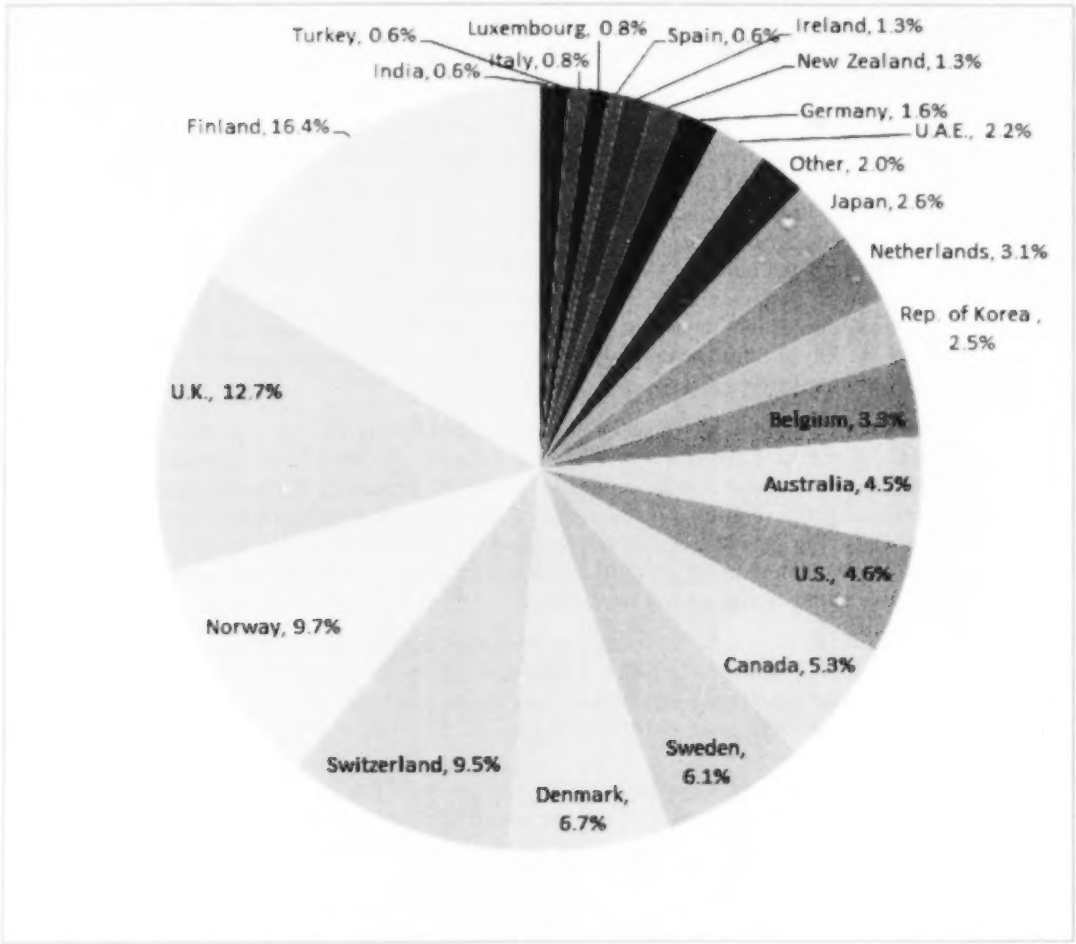
24. Liaison offices with a focus on resource mobilization currently exist in Brussels and Copenhagen. In order to take full advantage of resource mobilization and other engagement opportunities with Japan and the Gulf countries, two additional offices will open in 2015, in Tokyo and Abu Dhabi. The Liaison Office in Brussels has led to increased substantive engagement with the European Union on mutual priority areas and increased multi-year non-core funding from the European Commission. In addition, the Office facilitated the development of an important partnership between UN-Women and the secretariat of the African, Caribbean and Pacific Group of States. Similarly, the Liaison Office in Copenhagen has been successful in its outreach to the five Nordic countries, with positive results in terms of increased collaboration with national stakeholders on substantive areas and increased advocacy for core and non-core contributions to UN-Women. Both Offices have also been active in their resource mobilization outreach to the private sector.

Widening the donor base

25. In order to widen the donor base among Member States, UN-Women is implementing its 150/250 campaign, which aims to secure from 150 countries a total contribution of $250 million to core resources. In 2014, the number of Government contributors was nearly reached with a record 143 countries. Widening the donor base is also an important strategy to demonstrate the broad political

support that UN-Women and its universal mandate enjoy and to raise awareness and ownership about the Entity's mandate across a broad constituency. Figure III shows the overall distribution of contributions to core resources.

Figure III
Distribution of core contributions to UN-Women from Governments in 2014



26. UN-Women focuses on engaging donors with the highest potential of becoming important contributors to the Entity. As the economic and financial landscape changes, development assistance from emerging or non-traditional donors has been increasing. As part of this strategy, UN-Women is expanding its engagement with the Group of 20 (G-20), which brings together both traditional and emerging donors.

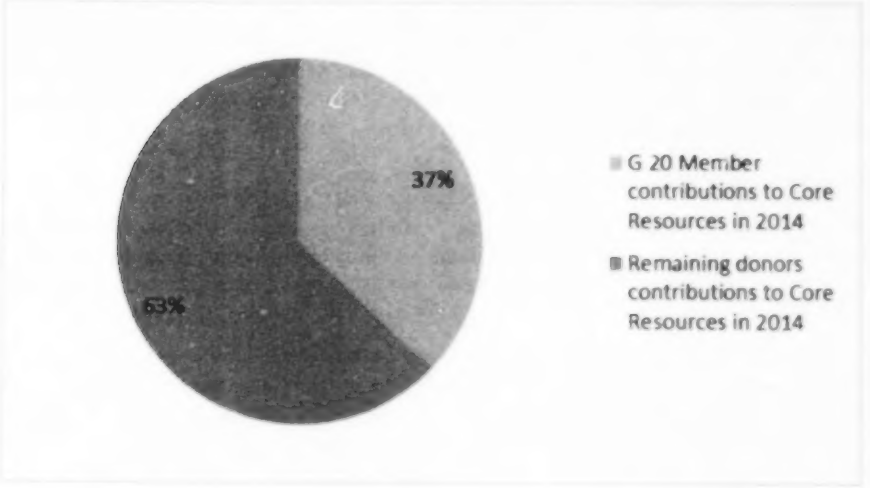
27. Collectively, G-20 economies account for around 85 per cent of the gross world product, 80 per cent of world trade, and two thirds of the world population. Yet they only account for about one third of UN-Women core resources (see figure IV). Without contributions from the United Kingdom, G-20 countries would

account for only 25 per cent of core resources, a share that demonstrates that there is potential for additional resource mobilization within the Group, particularly from donors that are large contributors to official development assistance overall.

28. UN-Women received significant contributions from emerging donors among G-20 countries in 2014, such as Brazil, China, India, Indonesia, Mexico and Turkey. UN-Women is also working with other emerging donors, such as the United Arab Emirates and other Gulf countries, and arrangements for opening a liaison office in Abu Dhabi are at an advanced stage.

29. It is nevertheless important to recognize that, as in the case of the private sector, mobilizing resources from emerging economies will be gradual and that, in the short to medium term, UN-Women will continue to rely largely on contributions from traditional donors.

Figure IV
Percentage of contributions to UN-Women in 2014 from G-20 members



Sustaining the donor base

30. The expanding definition of partnership has led to the inclusion of more activities in the areas of communication, enhancing visibility and enabling donors to leverage their investment in UN-Women with their own constituencies. This is true of Governments, as well as of the private sector and individual donors.

Transparency

31. The responsible stewardship of resources demands accountability and transparency, and UN-Women is committed to full transparency regarding the use of the contributions it receives. This plays an important role in confidence-building with key decision makers, including parliamentarians, and with the general public of contributing countries.

32. UN-Women intends to fully leverage its membership of the International Aid Transparency Initiative to provide visibility for contributions and to build a system

for tracking and sharing up-to-date visual data on implementation through the website and publications, in line with its commitment to the Initiative.

33. UN-Women is also responsive to specific donor needs for monitoring and evaluation and therefore actively participates in donor-led assessments and reviews, such as the Multilateral Organizations Performance Assessment Network, the multilateral aid review framework of the United Kingdom, and the pillar assessment of the European Commission. These assessments have all positively evaluated the Entity's capacity to deliver effectively and efficiently on its mandate.

34. High-quality reporting on both core and non-core resources plays an important role in sustaining and nurturing partnerships, and UN-Women sees the preparation and quality assurance of such reports as an important aspect of partnership management. Donor contributions are also highlighted in the Entity's annual report, which is submitted to the Executive Board, and the media-friendly version of the report, which is widely distributed.

35. As part of its commitment to transparency, UN-Women is committed to independent and objective internal oversight to improve the effectiveness and efficiency of its operations. The Office of Audit and Investigations conducts internal audits, related advisory services and investigation services, while the Evaluation Office works to enhance the Entity's effectiveness by strengthening accountability and learning through evaluation and partnership.

Visibility of donor contributions

36. UN-Women recognizes that the visibility given to contributing donors provides an important incentive for enhanced contributions and, with this in mind, regularly showcases donor contributions on its website. Core contributions are updated on a monthly basis.

37. In addition, it shines a spotlight on double-digit donors by publishing online a series of interviews with Ministers that focus on the importance of gender equality to the donor Government; how women's empowerment and gender equality feature in the donor's multilateral aid policy; and the importance of the donor's partnership with UN-Women in channelling the development assistance. UN-Women intends to organize similar interviews with leading contributors from programme countries.

38. Donors are kept abreast of the Entity's funding gap through various visuals on the UN-Women website that, for example, illustrate the number of Government contributors and the total amount of pledges to core resources. Top donor contribution trends are further highlighted through interactive graphs, which show the donor's record of core contributions. UN-Women will continue to improve its website to align it with best practices, such as the programme budget portal of the World Health Organization.[1]

39. In addition, UN-Women is the only United Nations entity that offers membership of its Executive Board (four seats) to top contributing countries. The "contributing countries" category is an incentive for Member States to increase their financial contributions in order to gain visibility and increased involvement through membership of the Executive Board.

[1] Accessible at https://extranet.who.int/programmebudget/.

V. Expanding partnerships with the private sector

40. As a complement to its strategy to deepen, widen and sustain core contributions from Member States, UN-Women puts an increasing emphasis on building strategic partnerships with the private and voluntary sectors, including private companies, foundations and individuals. Although most private sector contributions to date have been allocated to non-core resources, UN-Women aims to shift the trend towards core and soft-earmarked funding. The experience of a number of agencies shows that the private sector can be an important contributor to core resources.

Private companies and foundations

41. UN-Women seeks long-term engagement with private sector companies to promote gender equality in corporate practices, culture, value chains and in the workplace generally. To this end, UN-Women has engaged with private sector partners through innovative modalities with the long-term aim of building a solid group of financial supporters for the Entity.

42. Launched in 2013, the Private Sector Leadership Advisory Council brings together 10 chief executive officers from top global firms. Council members commit to accelerating economic and social progress for women and girls worldwide by combining their expertise, reach and resources for enhanced results. UN-Women intends to broaden the Council's constitution and geographical reach and will develop focused strategies with the group to ensure measurable contributions to the Entity's mandate.

43. Similarly, as part of the HeForShe IMPACT 10x10x10 initiative, 10 chief executive officers have made unprecedented commitments to making gender equality an institutional priority and driving change within and outside their companies. It is expected that this type of engagement will also result in enhanced support to UN-Women in the long term.

44. In 2014, private sector contributions totalled $7.9 million and came from a wide range of companies, such as Coca-Cola, Tupperware Brands, Unilever and Proya Cosmetics, and through partnerships with a number of private foundations.

45. In recognition of the growing importance of private foundations, UN-Women has strategically developed partnerships with a number of foundations, including the Rockefeller Foundation, the William & Flora Hewlett Foundation, the UNHATE Foundation, the Cheryl Saban Foundation for Women & Girls, the Ford Foundation, the Zonta International Foundation, l'OCCITANE Foundation and the Angelica Fuentes Foundation. The Entity's approach with respect to foundations goes beyond traditional fundraising and includes a sustained commitment to supporting the mainstreaming of gender perspectives in their strategies and priorities, thereby influencing long-term financing goals. A number of prospective partnerships with foundations are currently in the process of being developed.

46. UN-Women has also developed new types of partnerships to broaden the reach to non-traditional supporters. The newly launched partnership with Valencia Football Club is one example. Through this partnership, the Club is committed to providing a minimum contribution to core resources on a regular basis and enhancing the Entity's visibility among its millions of supporters. It is expected that

the partnership will encourage public giving and support efforts to raise awareness about gender equality issues among the general public.

Individuals

47. As part of its private sector strategy, UN-Women also targets private individuals, including high-net-worth individuals, company employees, and the general public. UN-Women aims to develop a pool of individual donors who contribute to core resources and support its mandate through regular donations.

48. To this end, UN-Women will capitalize on the success of several of its campaigns, including HeForShe, UNITE to End Violence against Women and Planet 50-50 by 2030: Step It up for Gender Equality. By investing in proven fundraising tools and techniques for converting campaign supporters and advocates into individual donors, UN-Women will aim at creating a strong base of financial supporters committed to regular giving.

49. In particular, UN-Women will leverage its network of national committees, which are independent non-governmental organizations that work to raise awareness about the UN-Women mandate and raise funding for the Entity. These committees already play an important role in advocating with their respective Governments, and with parliamentarians and other decision makers, to increase their financial support to UN-Women. They have in addition demonstrated their ability to facilitate partnerships with private companies.

50. Currently, the total annual contribution from national committees ranges from $1 million to $1.5 million. However, there is no doubt that the national committees have great potential and could generate significant funding for UN-Women in the medium to long term. In the coming years, UN-Women will work closely with national committees to develop individual public giving programmes, such as monthly-giving initiatives.

51. National committees currently operate in 14 countries: Australia, Austria, Finland, France, Germany, Iceland, Italy, Japan, New Zealand, Norway, Singapore, Sweden, the United Kingdom and the United States of America. While public giving initiatives will be established in a limited number of countries in the short term, the number of targeted countries will be increased in the medium term.

52. These initiatives will require investments in digital and other marketing channels, as well as capacity-building for the national committees, the majority of which are run by volunteers and vary in their institutional capacity and results. UN-Women already provides technical support on governance and fundraising to strengthen the capacity of its national committees. This support will be enhanced to increase individual public giving and to help to create networks of high-net-worth individuals that financially support UN-Women.

53. In order to adequately optimize funding opportunities from private donors, whose requirements, culture and expectations differ from those of Governments, specific technical skills, tools and adequate capacity is required. UN-Women will regularly assess the cost-effectiveness of its resource mobilization efforts with the private sector and right-size its resource allocation to this area.

VI. Strengthening and diversifying modalities for non-core funding

54. The Secretary-General, in his report on the implementation of the quadrennial comprehensive policy review of operational activities for development of the United Nations system, notes that the financing of United Nations operational activities for development in the form of earmarked non-core resources has grown significantly over time and accounted for some 75 per cent of total resources in 2013, compared with 56 per cent in 1998. Looking at development-related activities alone, if humanitarian assistance activities are excluded, it can be seen that non-core resources accounted for some 69 per cent of total resources in 2013, compared with 51 per cent in 1998 (A/70/62-E/2015/4, para.15).

55. Consistent with this trend, non-core resources is the fastest growing source of funding for UN-Women. The Entity raised $159 million in non-core resources in 2014, representing an increase of 35 per cent from 2013. Sweden, Norway, the European Commission, Australia and Switzerland are the largest donors to non-core resources, with a combined total of $ 66 million. Total funding from existing and new private sector partners for 2014 amounted to $7.9 million, up from $5.6 million in 2013.

56. In addition to Member States and the private sector, UN-Women will increasingly leverage other sources of non-core funds, including the financial institutions and regional development banks, such as the World Bank, cost-sharing by partner Governments, such as Brazil, Cameroon and Mexico, and innovative sources, such as climate funds.

57. The UN-Women strategy to strengthen and diversify existing sources of non-core funding will be based on a limited number of scalable flagship programming initiatives and joint financing mechanisms.

Flagship programming initiatives

58. UN-Women is codifying its operational activities in the five priority areas of the strategic plan and consolidating them into a limited number of high-impact, scalable flagship programming initiatives. By leveraging the economies of scale inherent to programming, the flagship programming initiatives will reduce transaction costs, increase efficiency and ensure that core resources do not subsidize non-core funding.

59. The flagship programming initiatives will complement and build on the ongoing work of the Entity's country offices and are fully aligned with the 2014-2017 strategic plan. Consistent with recommendations from the quadrennial comprehensive policy review on the flexibility of non-core resources, financing partners will have the option of softly earmarking contributions at the thematic level through the flagship programming initiatives. This thematic earmarking option will complement existing soft earmarking options at the regional or country level through direct funding to strategic notes and annual workplans.

60. Each flagship programming initiative is based on a comprehensive theory of change that articulates the causal linkages and actions required by all partners in order to achieve transformative change within each strategic plan priority area. The flagship programming initiatives will align the Entity's composite normative,

coordination and operational mandates to meet the unique requirements of each development context in a consistent manner. They will enable UN-Women to provide a substantive coordination for results by allowing the Entity to identify its specific role, as well as the strategic partnerships required within each context to achieve transformative change. Lessons learned and best practices from the implementation of the flagship programming initiatives will be translated into knowledge products to inform the policy work and future programming efforts of UN-Women.

61. Most flagship programming initiatives will be implemented through a portfolio of country projects supported by regional and/or global technical facilities as required. Thus, UN-Women offices will lead efforts to mobilize funding for the flagship programming initiatives in a move that recognizes that decision-making by donors regarding the allocation of funds is heavily decentralized to the country level and is consistent with the Entity's ambition to leverage additional cost-sharing by the partner Government.

Joint financing mechanisms

62. Guided by the quadrennial comprehensive policy review (A/70/62-E/2015/4, para. 118), UN-Women will further strengthen joint programming processes where appropriate. Joint funding mechanisms are thematically based and aligned with the specific strategic goals of an agency. Consistent with the emphasis on system coherence, they have become a major feature of the broader global financing landscape over the past 15 years and are likely to grow in importance in support of the post-2015 development agenda.

63. Since its inception, UN-Women has received over $120 million through United Nations joint funding mechanisms, including joint programmes, "Delivering as one" funds and global United Nations funds, notably the Peacebuilding Fund.[2] Country and global thematic funds are expected to play an increasingly important role in the financing architecture of UN-Women as the Entity steps up its support for women's engagement in humanitarian action, the maintenance of peace and security and climate action. Notably, UN-Women will leverage strategic partnerships with other United Nations agencies to access the Central Emergency Response Fund and the Green Climate Fund.

64. Furthermore, UN-Women will continue to perform the secretariat function of the United Nations Trust Fund to End Violence against Women, the only inter-agency grant-making mechanism exclusively devoted to ending violence against women and girls. In addition to multi-agency financing mechanisms, UN-Women also manages its own Fund for Gender Equality, which was established with an original contribution of $65 million from Spain. The Fund, a grant-making mechanism, focuses on women's political and economic empowerment.

65. These mechanisms allow donors to fund direct grants to government institutions and non-governmental organizations after a rigorous, transparent and competitive award process. In addition to reducing transaction costs for the donor, the funds simplify the process of managing and reporting on contributions. Both the United Nations Trust Fund to End Violence against Women and the Fund for Gender Equality have mobilized resources from Member States, UN-Women national committees and

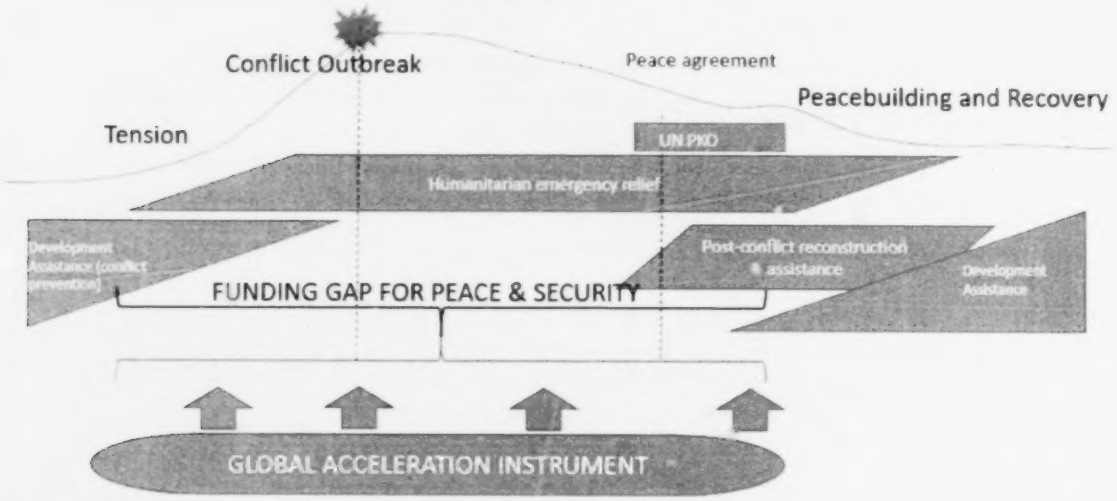
[2] Source: Multi-Partner Trust Fund Office (http://mptf.undp.org).

the private sector. In 2014, the former raised $14.8 million from 22 donors, while the latter raised $1.9 million plus a $4 million commitment from 11 donors.

66. The codification of UN-Women programming and its consolidation into a limited number of flagship programming initiatives will also enable the Entity to better assess funding needs and gaps by thematic area. For certain flagship programming initiatives, UN-Women will establish dedicated financing facilities to address structural financing gaps. In partnership with Member States, civil society and the United Nations, UN-Women will launch in 2015 a global acceleration instrument for women, peace and security and humanitarian action, whose main function will be to address the current financing gap and improve the timeliness of investments in women's participation, leadership and empowerment in crisis response, and peace and security settings (figure V). Recognizing the critical role that local civil society organizations play in creating and sustaining peace, this mechanism will invest in strengthening local organizations, particularly grass-roots women's organizations, and improving coordination and policy coherence.

Figure V

Role that the planned global acceleration instrument will play in filling the funding gap in the transition from crisis to peacebuilding and recovery



* *According to a recent Organization for Economic Cooperation and Development/Development Assistance Committee study in 2012-2013 only 2 per cent of aid to peace and security in fragile States targeted gender equality.*

Source: The 2011 *Thematic Guidelines on Peacebuilding* issued by the Japan International Cooperation Agency.

VII. Conclusion

67. As this brief indicates, the donor base of UN-Women is growing. How growth remains uneven across Member States and is too slow to support the full implementation of the strategic plan and transformative changes for women and girls.

68. Activities relating to the 20-year review and appraisal of the Beijing Platform for Action have contributed to greater visibility and attention to the major gaps, including gaps in financing, that continue to hamper the full, effective and accelerated implementation of the gender equality and women's empowerment agenda. As part of its resource mobilization efforts, UN-Women will continue to drive initiatives to increase awareness about underinvestment in gender equality across the board, and in UN-Women in particular, with the aim of scaling up contributions to close current funding and implementation gaps.

69. In this context, UN-Women plans to work closely with the States members of its Executive Board and other Member States to strengthen the financing of the Entity. The structured dialogue on financing the UN-Women strategic plan, 2014-2017, plays an important role in this regard. As part of the process for the mid-term review of the strategic plan, UN-Women will take stock of progress and opportunities for financing. The Entity will hold a series of informal meetings to examine financing, as well as related resource mobilization strategies, with the aim of presenting to the Executive Board a full report on the costing of the strategic plan.

70. The Executive Board may wish:

1. To take note of the brief on resource mobilization as an element of the ongoing structured dialogue on financing the UN-Women strategic plan and to welcome the progress made by the Entity in this regard.

2. To encourage UN-Women to engage in informal dialogues with Member States between Board sessions to ensure ongoing progress on the critical issue of funding for the Entity.

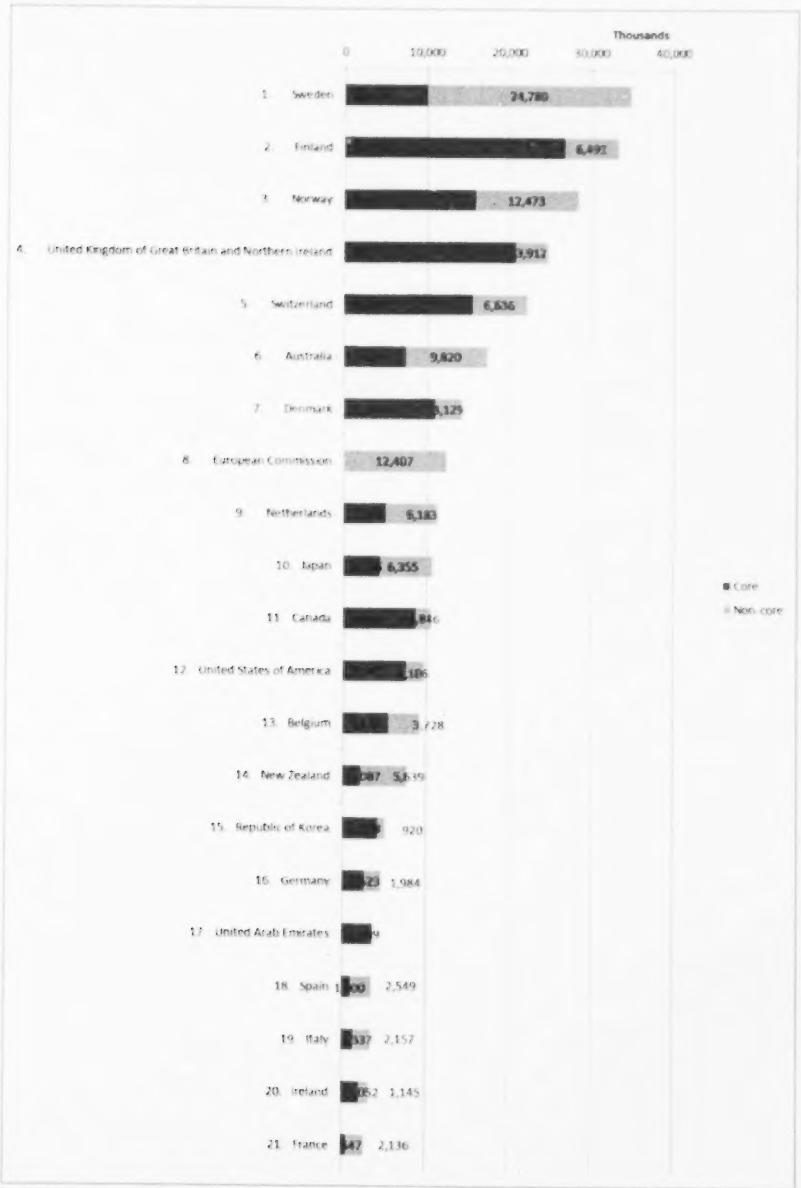
3. To emphasize that UN-Women needs increased financial resources in order to fully implement its strategic plan, and in this regard to encourage all Member States to increase their core and flexible non-core contributions to UN-Women in a predictable and stable manner and, where feasible, on a multi-year basis.

4. To request UN-Women, in the context of the structured dialogue on financing, to submit a report at its second regular session of 2016 containing an analysis of the predictability, flexibility and alignment of resources provided for the implementation of the strategic plan, including the funding gaps.

Annex

Top contributors in 2014 to the United Nations Entity for Gender Equality and the Empowerment of Women

(United States dollars)



Notes:

1. Non-core figures include the United Nations Trust Fund to End Violence against Women and the Fund for Gender Equality.
2. The European Commission of the European Union is a Government member organization.